



The role of employee creativity mediation on employee performance among expedition employees in Indonesia

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ABSTRACT

This research examines the influence of a high-performance work system, employee innovation, employee performance, entrepreneurial leadership, and organizational justice in courier workers who operate in expedition services in Indonesia during the COVID-19 epidemic. This research selected respondents using purposive sampling. Online surveys gather data. This research included 90 shipping industry employees with two years of experience. The research model is evaluated using SmartPLS and SEM. This study demonstrated that the high-performance work system improves creativity and performance. Employee inventiveness also boosts performance. Hence, employee creativity mediates the performance-high-performance work system link. Secondly, entrepreneurial leadership does not regulate the link between a high-performance work structure, employee inventiveness, and employee performance. This research shows that work happiness does not improve employee performance.

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1. INTRODUCTION

Employee creativity helps firms develop, adapt, respond to opportunities, and compete (Shalley, Gilson & Blum, 2000). Ximenes, Supartha, Dewi & Sintaasih (2019) revealed that employee creativity has a positive influence on the excellence and success of a company in facing various challenges that arise in a competitive environment. In overcoming various problems that come, companies are required to be more creative in creating ideas or products so they can achieve success in the market (Rajiani & Ismail, 2019). Rajiani & Ismail (2019) revealed that the main key to building creativity lies in the employees of an organization.

A high-performance work structure encourages people to work more creatively and competently (Ximenes *et al.*, 2019). This statement is supported by Meddour, Majid & Abdussalam (2019); Miao *et al.* (2020) He asserted that a high-performance work system gives a firm a competitive advantage by enhancing employees' abilities and inventiveness, which improves job performance. Employee creativity is proven to positively affect employee performance in an organization (Hsu, 2016; Ismail *et al.*, 2019).

According to Juarsah *et al.* (2019); Nurkholis & Wiranti (2019); Pakpahan *et al.* (2020), employee performance can also be influenced by organizational justice. They said that if an organisation bases its performance on organisational fairness, it would succeed. This is because employees feel they have been treated fairly by their superiors, so they have a great desire to give their best performance. Other opinions also add that there are other factors besides Entrepreneurial leadership promotes employee innovation, high-performance work systems, and organisational fairness (Ximenes *et al.*, 2019). This statement is in accordance with the theory from Rahim *et al.* (2015) who explained that entrepreneurial leadership makes a leader more productive in achieving organizational goals through his involvement in motivating employees to want to give their best performance.

Cooperative workplaces are the only subject of Ximenes *et al.* (2019). High-performance workplaces, employee creativity, entrepreneurial leadership, and job performance research. Several researches have linked high-performance work arrangements to employee innovation in many sectors, including the chemical pesticide business (e.g., G.Tang *et al.*, 2017), communication, biological pharmacy, IT, computers, environmental protection, building engineering, consultancy, and stocks. Workers from several business expedition services in Indonesia were surveyed for this research; companies included J&T Express, Ninja Express, and SiCepat. Subsequent research conducted by (Xiaomei *et al.*, 2013; Akhtar *et al.*, 2016; Chen *et al.*, 2016; Meddour, Majid & Abdussalam, 2019) stated that high-performance work structures have an impact on employee performance.

Speaking about the field of expeditions, one of the articles in *Bisnis.com* discussed the increase in the number of users of expedition services during the pandemic (Puspa, 2020). The pandemic situation has forced almost all Indonesians to make purchases online, and this will automatically increase courier services to assist the goods delivery process. Other articles on *Kumparan.com* also discuss the impact of the COVID-19 pandemic on increasing the expedition business (Putri, 2021). The expedition business requires special skills and must be able to use the system application belonging to the shipping business company to carry out its work. So that the research being carried out at this time is on expedition services because people shop more online and it is therefore necessary to increase the expedition business. Based on the explanation above, the researcher wants to conduct research with the aim of examining the effect of high-performance work systems, employee innovation, employee performance, entrepreneurial leadership, and organizational justice on courier workers operating in freight forwarding services in Indonesia during the COVID-19 epidemic. We assume that employees who work in the shipping sector, especially J&T Express, NinjaExpress, and SiCepat, can be used as the population in this study.

2. RESEARCH METHOD

The implementation of this study used Google Forms for collecting data by distributing questionnaires through links that we shared online on social media such as WhatsApp and Telegram. The statements in the questionnaire that we will distribute use a Likert scale, namely, a scale of 1 to 4 (strongly disagree to strongly agree). We adopted the dimensions from Ximenes *et al.* (2019) to measure the variables High Performance Work System (13 statements), Employee Creativity (13 statements), and Employee Performance (5 statements). The Entrepreneurial Leadership variable adopted from Aishah *et al.* (2020) contains 8 questions. For the organizational justice variable, we adopted Colquitt (2001) list, which contains 11 questions. The total statements in this questionnaire are 50 and can be seen in more detail in Appendix 2 and Appendix 3. The population in this study are employees who work at the J&T Express shipping company, NinjaExpress, and

SiCpat. Then, the sample research technique used the purposive sampling method with the respondent's criteria, namely having worked for at least 2 years.

A quantitative research employing structural equation modelling and SPSS 26 and PLS-SEM software processed and evaluated data (SEM). The SPSS dimension reduction factor, Kaiser-Meyer-Olkin measure of sampling (KMO) at 0.5, and MSA at anti-image 1 are used to evaluate each questionnaire statement's validity and reliability. Validating analysis requires a correlation coefficient of 0.5 (Syah & Olivia, 2022). Cronbach's alpha measures internal consistency. Better reliability tests provide Cronbach's alpha values closer to 1 (Hair *et al.*, 2014). After calculating AVE and Outer Loads, the Partial Least Square Model (PLS-SEM) processed and analysed the data. AVE and outer loads over 0.7. Reliability analysis employed CR and Cronbach's alpha (0.7) (Hair *et al.*, 2017).

The technique of data collection begins with the distribution of initial questionnaires (pre-test) to 30 respondents. Based on the results of the pre-test conducted, there were 10 invalid statements. High Performance Work System variable, only nine of the 13 statements are valid. Then, for the employee creativity variable, out of 13 statements, only 11 are valid. Meanwhile, in entrepreneurial leadership, there is one invalid statement out of eight. Furthermore, in the employee performance variable, there are 5 statements that are all declared valid. And the organizational justice variable has 11 statements, but only 8 are valid.

3. RESULTS AND DISCUSSIONS

Respondents from this study were employees of the courier department at the J&T Express expedition, NinjaExpress, and SiCpat. According to Google form questionnaire distribution and data, 90 respondents fulfil preset requirements. Based on the data obtained, the number of respondents who have worked for 2 years is 26, and those who have worked for more than 2 years are 64. Furthermore, based on shipping companies, the number of J&T Express employees in the courier section is 40, Ninja Express employees are 19, and SiCepat employees are 31.

According on Hair *et al.* (2017), A study's construct validity evaluation is valid and acceptable if each variable's indicator has a minimum factor loading limit of 0.70 and a reliability limit of 0.50. High-performance work systems had a factor loading value 0.70 in this study. According to Hair *et al.* (2017), Composite Reliability (CR) and Cronbach's Alpha (CA) must be at least 0.70 and 0.60, respectively, for the construct reliability test. CR and CA were above 0.70 in this research. Employee Creativity (CA = 0.849; CR = 0.888), Entrepreneurial Leadership (0.713; CR = 0.837), Employee Performance (0.858; CR = 0.898), High Performance Work System (0.807; 0.866), and Organizational Justice (0.961; CR = 0.967).

Structural test analysis was done using R². First, with an R² of 0.463, the high-performance work structure influences employee creativity by 46.3%. 53.7% of variance is beyond this study's model. Second, high-performance work structures, employee innovation, entrepreneurial leadership, and organisational justice boost employee performance (R² = 0.549). High-performance work procedures, innovation, entrepreneurial leadership, and organisational fairness impact employee performance (54.9%). 45.1% are non-study factors. Structural model of research results:

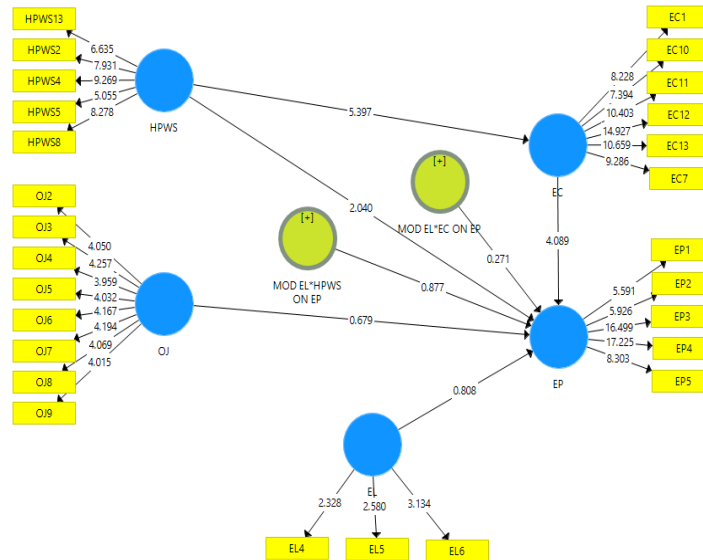


Figure 2 - Path Coefficients Diagram

Based on the picture above, the output for testing the structural model hypothesis can be presented as follows:

Table 1 - Hypothesis Test

Hypothesis	T Statistic	P Values	Information
H1 High-Performance Work System (HPWS) has a positive effect on Employee Creativity (EC)	5.397	0.000	Data supports the Hypothesis
H2 High-Performance Work System (HPWS) has a positive effect on Employee Performance (EP)	2.040	0.042	Data supports the Hypothesis
H3 Employee Creativity (EC) has a positive effect on Employee Performance (EP)	4.089	0.000	Data supports the Hypothesis
H4 Employee Creativity (EC) mediates the relationship between High-performance system (HPWS) and Employee Performance (EP)	3.336	0.001	Data supports the Hypothesis
H5 Entrepreneurial Leadership (EL) moderates the relationship between High-performance work system (HPWS) and Employee Performance (EP)	0.877	0.381	The data does not support the hypothesis
H6 Entrepreneurial Leadership (EL) moderates the relationship between Employee Creativity (EC) and Employee Performance (EP)	0.271	0.786	The data does not support the hypothesis
H7 Organizational Justice (OJ) has a positive effect on Employee Performance (EP)	0.679	0.498	The data does not support the hypothesis

Route coefficient bootstrap to determine whether exogenous (independent) variable affects endogenous (dependent) variable (figure 2). Significant test results are T-statistics more than 1.96 or P-values 0.05. With a T-statistic of 5.397 (>1.96), high-performance work structures directly impact employee creativity. As P-values are 0.000, hypothesis 1—high-performance work arrangements promote employee creativity—is accepted (0.05). Direct effect tests corroborate the second hypothesis that the high-performance work system improves employee performance (T-statistic = 2.040, >= 1.96; P-values = 0.042, 0.05). A positive coefficient, T-statistic of 4.089 (> 1.96), and P-value of 0.000 (0.05) support Hypothesis 3. Employee inventiveness impacts performance. In the indirect effect test, employee creativity mediators the high-performance work system-performance relationship (0.05). 4 benefits. Contrary to Hypothesis 5, entrepreneurial leadership moderates high-performance work environment effects on employee performance. P-value 0.498 (>0.05) and T-statistic 0.679 rejected hypothesis 7. (1.96).

3.1 Discussion

Employee creativity mediates shipping companies' high-performance work methods and employee performance during the COVID-19 epidemic. Expeditionary delivery services will benefit from COVID-19-related online and automated purchasing. Couriers must utilize shipping company systems creatively. Courier evaluation. This study indicated that high-performance work systems boost employee creativity. The High-Performance Work System promotes creativity through customised training and knowledge. Riana *et al.* (2020) also found a link between the High-Performance Work System and employee creativity.

This study's high-performance workplace affects employee performance. Knowledge, skills, attitudes, and motivation may improve individual and organisational performance using the High Performance Work System's HR techniques (Ximenes *et al.*, 2019). This research reveals that company High Performance Work System methods such thorough training, work assessment, rewarding, employee selectivity, and job security may boost employee performance. The High Performance Work System provides positive feedback to the firm, making workers feel that the company cares about them and content with the company's services, even when some believe they might improve. High Performance Work System implementation that meets employee needs may boost performance. This research reinforces past findings that high-performance work structures impact employee performance (Xiaomei *et al.*, 2013; Akhtar *et al.*, 2016; Chen *et al.*, 2016; Meddour, Majid & Abdussalam, 2019)

The next finding is that employee creativity has a positive effect on employee performance. Employee Creativity is essential for expedition company employees. During the COVID-19 pandemic, people have experienced an increase in online purchases, and this will automatically increase the need for expeditionary services to assist in the process of sending goods. So couriers need to think creatively in making a delivery, especially during the rainy season; this is a separate obstacle that can cause delays in delivery. According to Ximenes *et al.* (2019) creative ideas owned by employees can provide solutions to problems that occur in carrying out their duties. Especially during the rainy season, the courier needs to provide plastic to cover the package so it doesn't get wet and damaged. In addition, during the COVID-19 pandemic, employees were required to prepare personal protective equipment (PPE) so they would not be infected with the COVID-19 virus. If an employee is infected with the COVID-19 virus, it will have an impact on their performance, so that employee cannot complete their duties properly

In this study, it was also found that entrepreneurial leadership could not moderate the high-performance work system on employee performance, and the results of this study were not in accordance with (Ximenes *et al.*, 2019) shows that the character possessed by a leader can influence the practice of human resources, which greatly influences the achievement of the company's main goals and can improve employee performance. Entrepreneurial leadership improves staff performance by offering clear guidance and comprehension (Ridlwani *et al.*, 2021). However, during the COVID-19 pandemic, leaders do not have the skills and attitudes that can influence and encourage couriers to work more effectively and efficiently due to the lack of a leader's role in managing their employees. Leaders almost never listen to suggestions and criticisms given by couriers regarding the work being done. This is supported by the opinion of Taruno *et al.* (2012) that leadership does not want to listen to suggestions and criticisms from their subordinates, which makes the team under their umbrella feel uncomfortable and can lead to decreased performance.

This research also shows that entrepreneurial leadership does not moderate the creativity-performance link. This study contradicts prior research Zhang & Zhou (2014) which states that leadership always provides work motivation, support, and trust in employees in order to generate creative ideas within employees so as to improve

employee performance. However, in this study, leaders did not provide work motivation and opportunities for employees to participate in making decisions related to operational activities, which could lead to decreased employee performance (Dhermawan *et al.*, 2012). During the COVID-19 pandemic, many people chose to shop online, which caused many requests for delivery from courier services. This required couriers to think creatively so that packages arrived on time and there were no delays in delivery because couriers did not get the motivation that matched their size. sacrifice in work, couriers tend to be lazy, causing goods that should arrive on time to be several days late beyond the delivery target. Couriers also report a lack of cooperation and togetherness among coworkers, which makes employees less motivated and results in lower employee performance.

This research demonstrated that organizational justice does not improve employee performance. In this survey, respondents noted that many workers challenge business regulations because they feel unjustly treated. Organizational justice should improve employee performance. Hence, organizational unfairness might lower employee performance. Organizational justice does not affect employee performance, according to prior research (Keeping & Levy, 2000; Wang *et al.*, 2010; Kalay, 2016). Injustice in companies causes negative reactions in employees, especially when compensation and incentives are always given to employees without considering targets. This tends to be a comfortable situation for employees, whereas compensation that is in accordance with targets is currently a situation that is considered detrimental because the target is used as a benchmark in providing compensation. tend to be inconsistent, changeable, and difficult to achieve. As a result, not a few employees took action to protest, starting with striking and even submitting demands for resignation (Cropanzano *et al.*, 2007). Employees assess the fairness of the company's compensation by comparing what the company does with what the company gets. This is in accordance with the results of research by Sibutar, Syah & Anindita (2016) which states that compensation received both directly and indirectly also affects employee performance. Compensation provided by companies with high values can increase employee performance, and vice versa, if compensation is given inadequately, it can cause a decrease in employee performance that will be detrimental to the company

4. CONCLUSION

A high-performance work organisation and expedition staff performance are mediated by employee creativity, according to this research. Entrepreneurial leadership moderated the relationship between employee creativity and performance, but not the relationship between high-performance work systems and performance. Employee performance is not improved by organisational fairness. Further research should overcome this study's shortcomings. Secondly, owing to the extent of the territory and the sources, who may not answer questions accurately, the COVID-19 pandemic makes this study's conclusions unreliable. So, future study should address this issue to improve findings. The shortcoming in this research was that during the COVID-19 pandemic, leaders did not have the skills and attitudes that could influence and encourage couriers to work more effectively and efficiently due to the lack of a leader's role in managing their employees. Second, this research focuses only on the freight forwarder service industry, so the results of this study may not necessarily describe the condition of other service companies as a whole. Third, future research is expected to add other factors that can influence employee creativity. In this study, there are several managerial implications. First, a high-performance work system in shipping companies can be applied to increase employee creativity, where HR practices can provide benefits for employees. Companies need to provide the HR practices needed to develop employees by conducting comprehensive training, job appraisal, rewarding, employee selectivity, and job security

to build high creativity so that it is expected to provide a lot of knowledge and more innovations are created. Second, the role of the leader is very important for internal and external companies. Thus, leaders need to motivate or provide encouragement to increase employee knowledge and provide encouragement to be better. Thus, employees can improve their performance and have the freedom to be creative.

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