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EMPLOYEE CREATIVITY IN INDONESIA: CRITICAL OF PERSONAL SUPERVISOR SUPPORT TO MAKE ORGANIZATIONAL SURVIVAL AND EFFECTIVENESS (A BIBLIOMETRIC PERSPECTIVE ANALYSIS)

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Abstract: The development of research on employee creativity has an important role in companies around the world, including Indonesia. This study aims to map research on employee creativity around the world published in reputable international journals and indexed by Scopus. The method in this study uses Bibliometrix Analysis with the help of the VoSViewer application which is supported by Analysis results available on the Scopus website. The database that was taken was limited to the study of employee creativity in the fields of business, management and accounting which was in the form of articles and was taken on December 2, 2020 which resulted in 424 articles. The results of the study conclude that the development of employee creativity research has increased significantly in the last 5 years where in 2020 it reached 71 articles per year. Opportunities to research employee creativity in Indonesia are still wide open because Indonesia still ranks 18th with 8 articles per year that examines employee creativity. The results of this study also recommend six related research clusters, namely creativity, employee creativity, leadership, knowledge sharing and psychological capital. Research exploration on employee creativity can be done by adding antecedents of job requirements and self-confidence at work which can also be moderated by variables of supervisor support and work climate.

Keywords: Employee Creativity, Scopus, VosViewer, Bibliometrix Analysis

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1.   Introduction

The quality of employees at the company is seen from how quickly the response is shown when completing the work targets given by the leadership. There are employees who can achieve the target on time but there are also those who cannot achieve it. there are many factors that determine the speed and accuracy because each employee has a different educational background and experience. So the company should be able to see this as a reference to place according to experience. This is a form of support from the company in creating creativity in employees (Tsai et al., 2015). Employees also see the role of leadership in providing direction to complete work on time, meaning that leaders must be able to bring employees to creative work achievements through 3 main activities, namely facilitating, directing, and integrating (Mainemelis et al., 2015). Delegating authority to employees can also increase employee creativity (S. Zhang et al., 2018). Giving assignments that are not transparent can trigger conflicts between employees and leaders so that a mutually beneficial

relationship is not built, and this process can hinder the realization of creativity in employees. (Xin an Zhang & Zhou, 2019). *Creativity employee* cannot result from rigid (authoritarian) leadership, because employees who are silent and persist tend not to be able to work creatively (Guo et al., 2018). This is opposite to research (Liu et al., 2012) he said that hard team leadership has a significant effect on employee creativity in team members. The existence of conflict can also increase employee creativity (Antwi et al., 2019). Although conflict actually reduces knowledge sharing between employees, it can directly increase employee creativity (Bai et al., 2016). Usually this kind of leader will use task instruments that trigger conflict under the pretext of increasing organizational learning orientation. So that the expected results of employee creativity will increase by giving the task (Petrou et al., 2019). Of course, this is also influenced by the role of leaders who are able to scenario assignments that are able to make employees think integratively and adaptively in every condition (Shao et al., 2019). So that employees will get used to doing routine work that is already their responsibility (Chae & Choi, 2019). And proactive employees are seen as faster to be creative in their work (Joo et al., 2014). The compatibility of organizational values that are instilled with individual values that are believed to also accelerate the formation of creativity in employees (Ouakouak & Ouedraogo, 2017). So that employees are able to explain products in detail to improve service performance and this will directly increase their creativity (Sok et al., 2018)

It seems that it does not only rely on tasks and deadlines, but sharing knowledge between employees can also accelerate the creation of employee creativity with a record that is supported by trust and mutual respect between leaders and subordinates. (Liao & Chen, 2018). Employee creativity can also be created quickly when the leader delegates full authority to avoid the uncertainty conditions faced by the company (Xiaomeng Zhang & Zhou, 2014). This means that the leadership style used also greatly determines the formation of employee creativity, for example transformational leadership is more effective than transactional leadership in building employee creativity (Herrmann & Felfe, 2014). Transformational leadership can also encourage the creation of employee creativity by giving employees complex tasks (Wang et al., 2014).

Regardless, all ethical leadership plays an important role in encouraging creative employees in the workplace (Javed et al., 2018). A wise leader will fully entrust employees and treat employees equally in terms of distance and communication so that this will accelerate the creation of employee creativity.(Lin et al., 2018). This is the true nature of leadership so that it can make employees intrinsically motivated to increase their creativity (Feng et al., 2018).

On the other hand, the leader must also be able to set an example in creating employee creativity through several ways including:
1. Develop True Values In The Team,
2. Team Design Strategies,
3. Managing Interactions With And Outside The Team
4. Menunjukkan Dukungan Sebagai Pemimpin,
5. Show Organizational Support,
6. Use Performance Management Effectively (Kremer Et Al., 2019).

Leaders who are confident and creative will surely be imitated by employees (Huang et al., 2016) So if the leader has done the above correctly, then employee creativity will be created quickly. The way to measure employee creativity is to look at several variables and constructs such as
1. People, Involve Personality,
2. Positif Workplace Involve Organizational Environtment,
3. The Creative Process, Including Data Collection, Generating Ideas, And Implementing Them.

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These three processes really determine employee creativity (Horng et al., 2015). Besides, current technological developments also require employees to be able to build networks on social media to facilitate their work and benefit the company (Korzynski et al., 2019). For goal-oriented companies, giving rewards to employees is needed so that they want to come up with ideas (Malik et al., 2019). The trick is to provide employees with opportunities to develop skills through training programs, seminars and mentoring organized by the company (Dong et al., 2017). Companies must ensure that the policies made are beneficial to both parties so that they can generate intrinsic motivation in employees which can have a significant effect on employee creativity (Liu et al., 2016).

The company's internal attention to employees also has a significant effect on employee creativity (Abdelmotaleb et al., 2018). Companies must also be able to show superior service to make employees strive to be creative (Brammer et al., 2015). High creativity support from the company is also very influential on employees (Koseoglu et al., 2017). If necessary, the company provides rewards for employees who are able to come up with ideas. Some of the articles above conclude that most place employee creativity on the consequences variable, which means that this is influenced by several factors (antecedents), which are very large in number depending on the characteristics of the sample and object in each study. Given the importance of employee creativity to make organizations survive and operate effectively, this study aims to examine the development of research in the world taken by the Scopus database and analyze research opportunities for employee creativity in Indonesia.

2.   Literature Review

In general, creativity is defined as the ability to present new perspectives, to generate new and meaningful ideas. Creativity can also mean employees use their diverse skills, abilities, knowledge, views and experiences to generate new ideas for decision making, problem solving and task completion in an efficient manner. (Cheung & Wong, 2011). Employee creativity can determine the sustainability of the company because the main component comes from employees through ideas and ideas to be used to create new innovations or improve existing ones such as products, services, processes, and routines (Shalley et al., 2000). Menurut Carmeli et al. (2013), Employee creativity is defined as the production of an idea, product, or procedure that is new or original, and has the potential to benefit an organization. Based on the opinions of several experts above, it can be concluded that creativity is the ability of employees to explore thoughts, ideas and ideas to be realized in the act of completing a job.
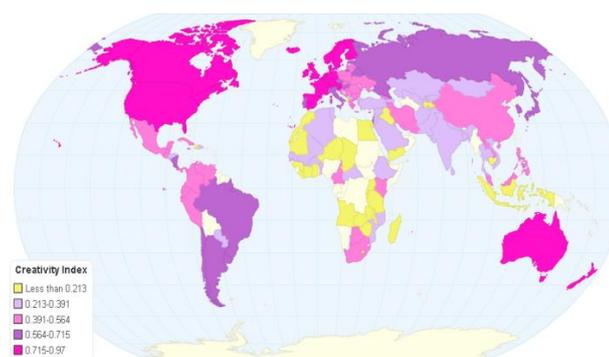

Figure 1 : Global creativity index (GCI)
Source : www.chartbain.com

The Global Creativity Index assesses employee creativity from 3 indicators including technology, talent and tolerance. The ability of employees is seen from the mastery of every change in technology used, while from the talent side, it is the ability of employees to carry themselves including exchanging knowledge with other employees and also being versatile in completing any work given to them. Meanwhile, tolerance is related to employee behavior in respecting superiors and colleagues. Reported from www.money.kompas.com in 2020 Indonesia is in position 85 of the 131 country economies in the world and this position has not changed since 2018. Thus, Indonesia is not ranked in the top 10 countries in Asia in the creativity category .

According to Khoirunisa (2015) explaining that the creativity index in Indonesia is still low. Meanwhile, in terms of Indonesian talent, it is very low due to the lack of people who have high degrees and people who work in the creative industry. Likewise with the value of tolerance in Indonesia, although Indonesia has thousands of ethnic and cultural diversity, tolerance between religious communities is still lacking. Increasing employee creativity is also very much needed to create company competitiveness so that it is more prepared to face changes in the business environment as it is today. Research from (Ul Hassan et al., 2013) concluded that employee creativity is highly dependent on contextual factors given to employees such as job complexity, its impact on relationships with superiors which is moderated by intrinsic motivation. So the leader must redesign job characteristics which include achieving individual targets, the freedom to complete work and the provision of incentives in accordance with the proportions, so that the company is expected to have professional and competitive human resources.

The relevant theory to discuss employee creativity is to use the componential model's of Amabile (1996). There are 3 (three) reasons why research on creativity always uses references from this model, including 1) Amabile found the main measurement tool for creativity through his meeting with David Keit Simonton, both of whom are experts in social psychology of creativity. The tool is called the CAT (Consensual Assessment Technology) which is able to measure the creative performance of a person. 2) The way CAT works is quite accurate based on consensus, for example the assessment made by a painting teacher on students. If every teacher assesses that the student is creative, then by consensus it can be concluded that the student is indeed creative in doing it. 3) Amabile from Harvard, In 1995 he became professor of Business Administration at Harvard. His work is focused on individual creativity. At Harvard, his research focus shifted toward leadership and organization and innovation. According to Amaile (1996), there are 3 (three) stages, including:

1. Domain-relevant skills: are skills that consist of a set of individual responses, from which the responses will be analyzed.
2. Creativity relevant-skills: combining one's skills with creativity will determine the extent to which the product produced exceeds expectations.
3. Task Motivation: is a method used to motivate employees through assigned tasks.

Based on the three domains above, it can be concluded that the company can take one of the domains to improve the skills of employees. And when the domain has been selected, it can be included in a bundle of HRM practices with high employee involvement. So that every employee will feel that the work he does requires innovative behavior, which means he must implement new ways and breakthroughs in working. Here means

Employees must have a creative nature first. Because the definition of creative according to Amabile Theory proposes the creative cognitive process as an iterative process in which creative ideas are generated. Included in this process are five stages:

1. Problem Identification,
2. Information Gathering,
3. Solution Making,

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4. Validation Response And
5. Communicate The Solution To Others (Amabile, 2012).

3.   Method

The aims of this to identifies the mapping of publications with the theme of employee creativity at the international level in the last 24 years. The research data was obtained from the Scopus database using a document search service in December 2020, this study used a bibliometric approach. Analysis and visualization of data using the analyze search results feature available on the Scopus service and the VOSViewer application. VOSviewer application is used to visualize and build bibliometric networks, network visualizations can be researchers, Countries, academic affiliations, growth in the number of studies, keywords, author collaborations and the most cited research.

This survey identifies keywords related to employee creativity published on the Scopus database in the last 24 years. The number of articles obtained as many as 424 documents published from 1996 to December 2020. Researchers used the latest and final published article data updates when compiling this article in the hope of getting a complete picture of the development of research on employee creativity. This study also limits only articles related to Bussiness, Management and Accounting which is seen because it is in accordance with the academic field. The key commands applied when mining data on Scopus are TITLE-ABS-KEY ("employee creativity") AND PUBYEAR < 2021 AND (LIMIT-TO (SUBJAREA, "BUSI"). The stages of VosViewer analysis carried out include analysis of type of analysis of co-authorship and unit of analysis of authors after that set a full counting method use VOSViewer tool to get collaboration author network. type of analysis of co-occurrence with unit of analysis of keywords).

4.   Result and Discussion

Based on the analysis that has been done, the grouping of employee creativity articles is carried out based on the following:
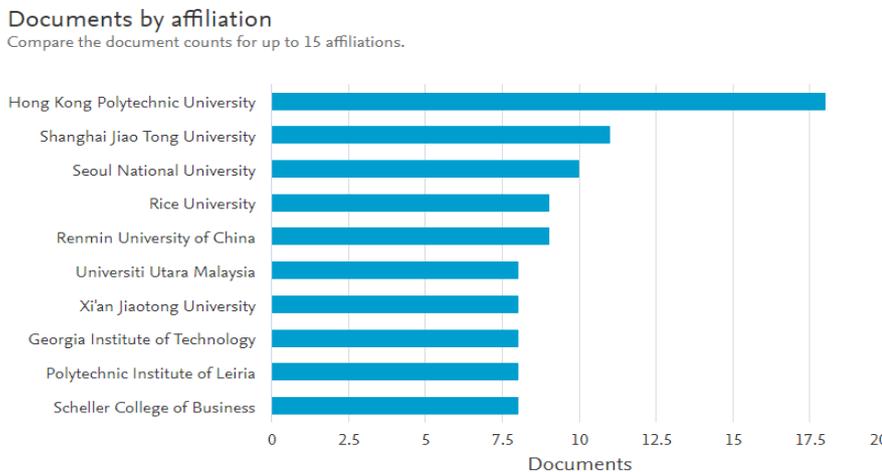

Documents by affiliation
Compare the document counts for up to 15 affiliations.

Figure : 2 Document based on Higher Education Affiliation of employee creativity studies.
Source : www.scopus.com

Based on the picture above, it can be seen that there are 10 universities that frequently publish articles on employee creativity, where the first place is Hong Kong Polytechnic University with 18 articles. 2nd place is Shanghai Jiao Tong University with 11 articles, 3rd

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place is occupied by Seoul National University with 10 articles, 4th place is occupied by Rice University with 9 articles, 5th place is occupied by Renmin university of China with 9 articles. Furthermore, for the 6th-10th order, each is equal to 8 articles with the order of University of North Malaysia, Xi'an Jiatong University, Georgia of Institute of Technology, Polytechnic Institute of Leiria, and the last is the Scheller College of Business.
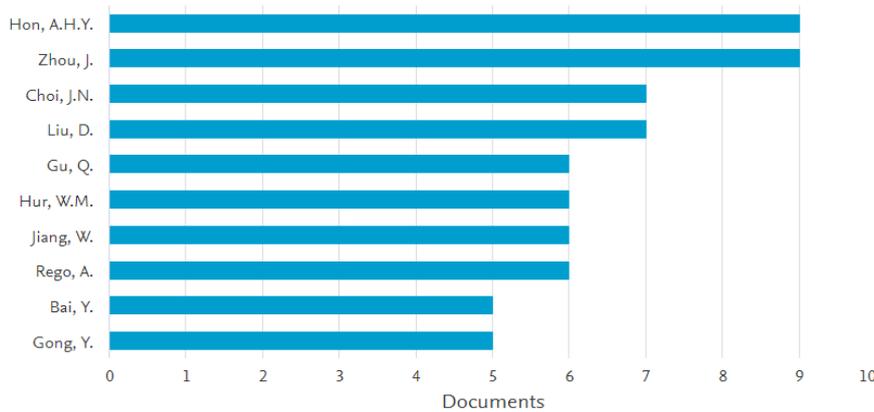

Figure 2 : Document based on author
Source : www.scopus.com

Based on Figure 2 above, it can be seen that the authors who contributed the most to the theme of employee creativity, the first one was Hon, A.H.Y with 9 documents, the second was Zhou, J with 9 articles. Next is Choi, J.N with 7 articles, Liu, D with 7 articles. Next is Gu, Q with 6 articles, Hur, W.M with 6 articles, Jiang, W with 6 articles and Rego, A also with 6 articles. Next is Bai, Y with 5 articles and Gong, Y also with 5 articles
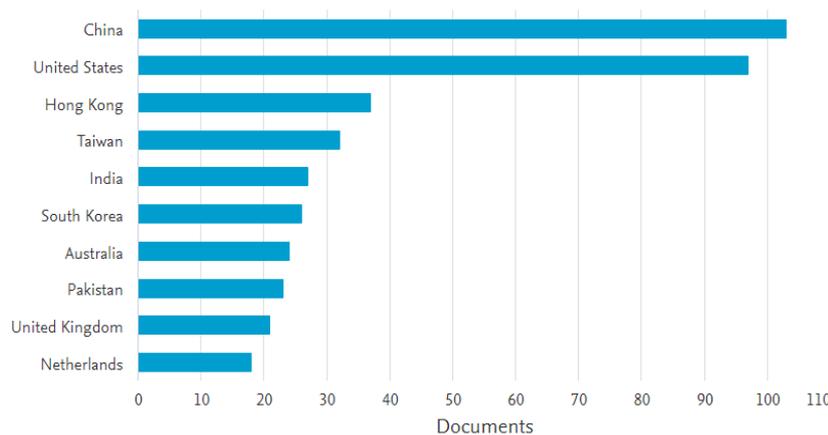

Figure 3 : Document by country
Source : www.scopus.com

Based on Figure 4.3 above, it can be seen that the country that has made a major contribution to the publication of articles with the theme of employee creativity, the first is China with 103 articles, the second is the United States with 97 articles, the third is Hong Kong with 37 articles, and the fourth is Hong Kong. is Taiwan with 32 articles, 5th is India with 27 articles, 6th is South Korea with 26 articles, 7th is Australia with 24 articles, 8th is Pakistan with 23 articles, 9th is England with 21 articles and the 10th is the Netherlands with 18 articles. Indonesia's position is at number 18 with 8 articles. This means that there are still few articles discussing employee creativity in Indonesia, so there are still many opportunities to conduct

research in this area. It is hoped that the recommendations raised from the research can improve Indonesia's ranking in the global creativity index.
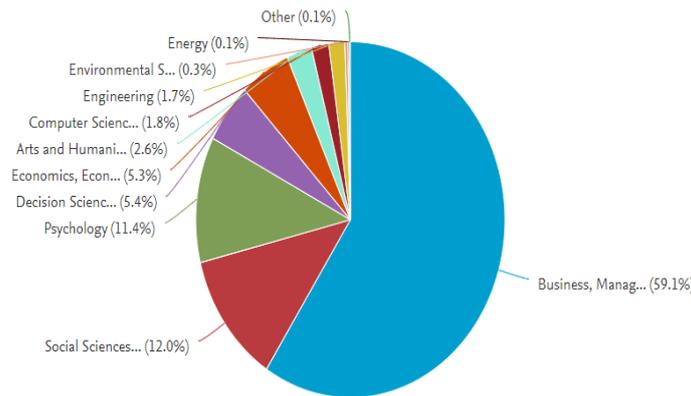

Figure 4 : Documents by subject area of employee creativity
Source : www. scopus.com

Based on Figure 3.4 above, it can be concluded that the majority of research on employee creativity was published in articles in the fields of business, management and accounting as many as 424 articles (59.1%), Social sciences as many as 86 articles (12%), Psychology as many as 82 articles (11.4%), Decisions Sciences as many as 39 articles (5.4%0, Economic, Econometric and Finance as many as 38 articles (5.3%) Arts and humanities as many as 19 articles (2.6%), computer sciences as many as 13 articles (1.8%), Engineering with 12 articles (1.7%), Environmental Sciences with 2 articles (0.3%) and the field of energy with 1 article (0.1%). most articles are still related to business and management, but the scope is starting to spread to various fields depending on the context of the creativity that is produced.
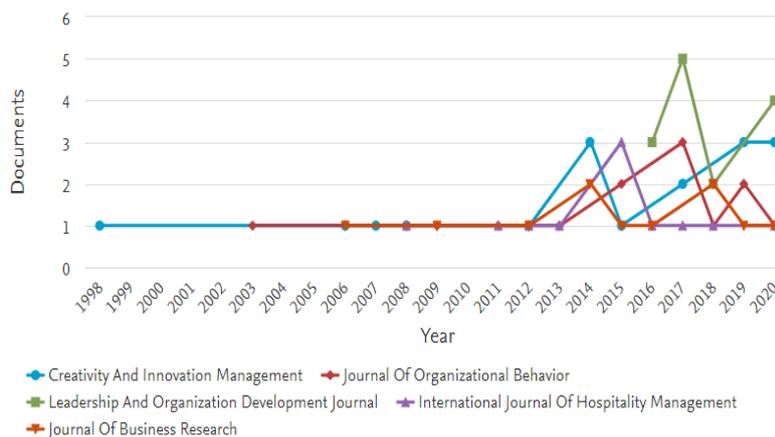

Figure 5 : Documents per year by source
Source : www.scopus.com

Based on Figure 3.5 above, it can be concluded that the most published sources of publications in one year are 17 articles in the journal of creativity and innovation management, 15 articles in the Journal of Organizational Behavior, 14 in Leadership and Organizational Development Journal, 11 in the international journal of hospitality management. articles and the Journal of Business Research as many as 11 articles. Many articles on employee creativity published in the scope of this leadership and development journal indicate that the role of leadership in shaping employee creativity is very important.

one that can be applied is ethical leadership in building employee creativity which is moderated by knowledge management at the individual level.

Figure 6 : Annual document of the study of employee creativity
Source : www. Scopus.com

Based on Figure 6 above, it can be seen that the theme of employee creativity began to receive attention in 1996 by publishing 1 article. Then the trend moved up in the following years, although it declined again in 2001 with only 1 article. Then the trend rose again until 2003 with 6 articles and then fell again in 2005 – 2007 with only 3 articles per year. Furthermore, many researchers began to be interested again in researching and publishing with the theme of employee creativity with various contexts and different objects. As a result, the number of documents per year has increased significantly until 2019 and it is estimated that in 2020 it will also increase because there are still articles that are still under review.

Mapp of study themes
This study map depicts a network of research themes related to creativity. The aim is to provide a reference for any theme that affects employee creativity and find new gaps because some of these themes are still rarely studied. The study map can be seen as follows.

Figure 7 : Mapp of study themes
Source : VosViewer analysis, 2020

Based on Figure 7 above, it can be seen that the construction of the employee creativity network in building and developing research for organizational effectiveness and so that the organization can survive in the midst of competition is carried out with the VosViewer application using four repetitions of keywords, filtering 43 keywords that meet the threshold and there are 6 groups of study themes.

a. Creativity Cluster (red), some in this cluster are dominated by the keywords organization culture, organization innovation, self-efficacy, empowerment, innovation, human resource management. Most of these keywords are related to Creativity

b. Leadership Cluster (green), sebagian besar pada cluster ini didominasi oleh kata kunci abusive supervision, authentic leadership, perceived organizational support, work engagement, india, china, sebagian besar kata kunci ini berkaitan dengan Leadership Style.

c. Employee Creativity Cluster (blue), most of which are in this cluster are dominated by the keywords creative role identity, creative self-efficacy, team creativity, intrinsic motivation where most of these keywords are related to employee creativity.

d. Knowledge Sharing Cluster (yellow), most of these clusters are dominated by the keywords creative process engagement, job performance, motivation, regulatory focus, most of which relate to the theme of knowledge sharing.

e. High Performance Work System (HPWS) Cluster (violet), most of which in this cluster are dominated by the keywords learning goal orientation, organizational climate, performance and small medium enterprise (smes) all of which are related to HPWS.

f. Psychology Capital (light blue) the key words are psychological empowerment, psychology capital and ethical leadership where all of these are related to Psychological capital.

5. Conclusions

The results showed that studies on employee creativity in the last 5 years experienced a significant increase as seen from the number of document growth in 2016-2020 with a range of 35-31 documents per year. This means that this field of study is indeed interesting to develop because creativity is currently positioned more as a variable consequence so that many influencing factors can be explored further. Employees are assets that must be trained to be creative in their work so that the operationalization of the organization can run effectively and the organization can survive despite the fast changing business environment.

The higher education affiliations that produce the most research on employee creativity are Hong Kong Polytechnic University, Shanghai Jiao Tong University and Seoul National University. Meanwhile, in Indonesia, there is no higher education that focuses on studying employee creativity in depth with its various developments, so it is not included in the top 10 clusters. What is interesting here is that the opportunity to research employee creativity in Indonesia is still very wide open. Because Indonesia is listed as being ranked 18th with 8 articles each year and is spread across various universities in Indonesia.Updated and interesting themes related to the study of employee creativity are leadership, HPWS (high performance work system), knowledge sharing and psychology of capital. The four constructs can be explored further according to the current needs of the organization.

Every research must have limitations, this research is no exception, where this study is limited to providing an overview of the position of employee creativity research in Indonesia. Documents taken are also only from Scopus so the academic justification is limited because there must be other relevant publication sources such as web of science, google schollar, sage publications etc. Future research may be able to use references from several databases so that the results become accurate. The data taken is also only from Scopus which is limited to December 2, 2020, even though the number of articles on Scopus can increase every hour. To

explore further about employee creativity, researchers can take an inventory of antecedent variables according to organizational conditions in facing current challenges such as creativity job requirements and creativity self-efficacy (Kong et al., 2019). And to sharpen employee creativity, it can also use moderator variables such as job characteristics supported by support supervision (Cai, 2018). However, the role of supervision greatly determines the willingness of employees to work creatively or complete normal work according to standards

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