

The Mediating Role of Devolved Management on the Influence of Organizational Support on Teacher Creativity

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Abstract:

This research aims to analyze the influence of organizational support on teacher creativity and devolved management as mediating variables at MAN 1 Tuban. The research method used is a quantitative research method using an explanatory research approach with a survey approach. The questionnaire was prepared based on research variables: organizational support, teacher creativity and meaning of work. Research data was taken from 100 teachers who were the sample for this research. Data collection was carried out using random sampling techniques at MAN 1 Tuban. Data analysis in this research uses the Partial Least Square (PLS) approach using Smart PLS software. The research results show that organizational support positively affects employee creativity, which is supported in this research. Organizational support positively impacts devolved management, which is supported in this research. Devolved management positively affects employee creativity, which is supported in this research. Devolved management mediates the positive influence of organizational support on employee creativity, as supported in this research. Due to support from the workplace, recognition and motivation, teachers develop their creative ideas more and feel that their work is essential. Still, employees have more freedom in determining their work.

Keywords: *Devolved Management, Teacher Creativity, Meaning of Work*

Abstrak:

Penelitian ini bertujuan untuk menganalisis tentang pengaruh dukungan organisasi terhadap kreativitas guru dan devolved management sebagai variabel mediasi di MAN 1 Tuban. Metode penelitian yang digunakan adalah metode penelitian kuantitatif dengan menggunakan pendekatan penelitian explanatif dengan pendekatan survey. Kuesioner disusun berdasarkan variabel penelitian yaitu dukungan organisasi, kreativitas guru dan makna kerja. Data penelitian diambil dari 100 guru yang menjadi sampel penelitian ini. Pengumpulan data dilakukan dengan teknik random sampling pada MAN 1 Tuban. Analisis data dalam riset ini menggunakan pendekatan Partial Least Square (PLS) dengan menggunakan software Smart PLS. Hasil penelitiannya menunjukkan bahwa dukungan organisasi berpengaruh positif pada kreativitas karyawan, didukung dalam penelitian ini. Dukungan organisasi berpengaruh positif pada devolved management, didukung dalam penelitian ini. Devolved management berpengaruh positif pada kreativitas karyawan, didukung dalam penelitian ini. Devolved management memediasi pengaruh positif dukungan organisasi pada kreativitas karyawan, didukung dalam penelitian ini. Dikarenakan dukungan dari tempat kerja, pengakuan dan motivasi membuat guru lebih mengembangkan ide-ide

kreatifnya dan merasa bahwa pekerjaannya tidak hanya penting, namun karyawan lebih leluasa dalam menentukan pekerjaan mereka sendiri.

Kata Kunci: *Devolved Management, Kreativitas Guru, Makna Kerja*

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INTRODUCTION

Human resources in an organization are considered very important in terms of service quality, customer satisfaction and loyalty, competitive advantage, and organizational performance. This belief is supported by many theories, models and empirical studies that emphasize the critical role of human resources for organizations (Berhil et al., 2020; Prayogi & Rokan, 2022). Various theories, models and empirical studies in human resource management support the belief in the importance of human resources for organizations.

Human resources are resources, assets and abilities that are valuable, rare, cannot be replaced, or cannot be imitated perfectly so that they can be an essential source of sustainable competitive advantage and can differentiate the quality of one organization from other organizations (Jang, 2017; Dasuki, 2021). Therefore, an organization needs to be able to manage creative and quality human resources.

Employee creativity is an essential element in organizations and is one of the determining factors for their success (Chang & Teng, 2017; Kandampully et al., 2016; Sofyan & Rianty, 2023). The creative attitude possessed by employees will enable them to produce products that suit market preferences and have better quality standards than their competitors. It is not enough for an organization to have a comparative advantage; the most important thing is to have a sustainable competitive advantage resulting from creative human resources.

A critical element in an organization is employee creativity. Creative employees will provide new ideas that can provide solutions to support organizational development (Gorondutse & John, 2018). Through creativity, employees can find various solutions to a problem or develop new ways to provide better work results. If employees can display creativity within the scope of their work, then this condition will encourage them to increase their intrinsic motivation and psychological well-being (Archianti, 2017; Akgunduz et al., 2018). Creative employees consider their work meaningful and aimed at deepening the individual's understanding of themselves and the environment.

The influence of organizational support on employee creativity will be more substantial with the role of devolved management. Devolved management is an approach that involves giving more power and autonomy to employees, flattening organizational structures, and encouraging communication (Tang et al., 2017), all of which have essential effects on creativity. In a devolved management system, employees can more easily determine their work. As a result, they are more likely to feel free from external control or restrictions and believe that managers have confidence in their decision-making abilities (Haar & Spell, 2009).

Employees who feel this freedom will think that they have a high level of organizational support so that they are willing to maximize their work, think freely, take risks and solve problems, and consequently generate more creative

ideas (Wang & Cheng, 2009). Therefore, devolved management strengthens the relationship between organizational support and employee creativity.

Devolved management requires giving more power and autonomy to employees (Tang et al., 2017). Employees who work in organizations implementing devolved management can experience high autonomy (Tang et al., 2015), inspiring their creative behaviour (Zhang & Bartol, 2010).

Another factor that plays a role in employee creativity is organizational support. Full support from the organization or company can increase employees' ability to explore and exploit resources, increasing employee creativity in innovating (Chiang & Hsieh, 2012).

Elements that influence employee creativity are support from the organization where they work and positive support from leadership and all employees. This element will create a conducive work situation to improve employee creativity. When employees feel that the company supports their psychological needs, they will have a higher sense of responsibility towards the company, so the impact is that they will be more creative in completing work (Jeung et al., 2016).

Employee creativity has been considered an essential factor in improving the performance and success of an organization. Educational institutions rely heavily on innovative activities; creative ideas are needed to improve service processes and quality.

In this research, researchers see that organizational support can positively affect the meaning of work. If employees get support from the organization, they will contribute more significantly to the company in return for the support they receive. This is in line with social exchange theory, which states that if employees feel they are getting support from their organization, they will contribute more to organizational results to respond to the organization's support (Blau, 1964).

Employees are influenced by the knowledge, support, resources, and opportunities, such as formal and informal power provided by the organization. Employees who are influenced by the meaning of work show characteristics of increased instincts at work and become more motivated (Akgunduz et al., 2018). As explained in Perceived Organizational Support Theory (Yu et al.; S. J., 2013), organizational support has positive consequences for employees in terms of increasing job satisfaction and positive mood and for the organization in terms of increasing employee emotional commitment, increasing performance, and reducing undesirable behaviour. Organizational support can increase employee abilities in resource exploration and increase employee creativity in innovation. Devolved management requires giving more power and autonomy to employees (Tang et al., 2017). Employees who work in organizations that implement devolved management can experience a high level of autonomy, which inspires their creative behaviour. Specifically, this research aims to analyze the influence of organizational support on teacher creativity through devolved management.

RESEARCH METHODS

This research aims to obtain empirical evidence and develop theories of organizational support, evolved management and teacher creativity. Seeing the

problems and research objectives to be achieved, this research uses an explanatory research approach with a survey approach (Haryanti, 2019). The questionnaire was prepared based on research variables, namely organizational support, developed management and teacher creativity. The population in this study was 100 teachers. The objects in this research were 100 employees at MAN 1 Tuban, East Java, Indonesia. Data analysis uses the Partial Least Square (PLS) approach using Smart PLS software. PLS is a component or (variance-based structural equation model (SEM).

In analysis with PLS, there are two things to do: Assessing the Outer Model or measurement model. There are three criteria for assessing the outer model: Convergent Validity, Discriminant Validity and Composite Reliability (Ghozali, 2016) and the inner or structural model. Inner or structural model testing is carried out to see the relationship between constructs, significant values and R-square of the research model. In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the influence of certain independent latent variables on whether the dependent latent variable has a substantive influence.

RESULTS AND DISCUSSIONS

Data Quality testing results (Outer Model)

Using data analysis techniques with SmartPLS to assess the outer model requires three criteria: Convergent Validity, Discriminant Validity, Composite Reliability, and Average Variance Extracted (AVE).

Convergent Validity

Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between item scores/component scores estimated with PLS software. An individual reflexive measure is considered high if it correlates more than 0.70 with the measured construct. In this research, a loading factor limit of 0.70 will be used. Based on the table below, it can be seen that all outer loading results are > 0.60, so all research items meet the criteria. Outer loadings results in Table 1 below:

Tabel 1. Outer Loadings

	Organizational Support (Y)	Devolved Management (Z)	Teacher Creativity (X)
X_1	0,634	0,700	0,702
X_10	0,867	0,861	0,896
X_11	0,807	0,818	0,893
X_12	0,840	0,865	0,907
X_2	0,884	0,910	0,930
X_3	0,863	0,785	0,880
X_4	0,765	0,799	0,865
X_5	0,751	0,751	0,792
X_6	0,785	0,799	0,860
X_7	0,741	0,757	0,821
X_8	0,732	0,772	0,809

X_9	0,868	0,864	0,894
Y_1	0,850	0,756	0,827
Y_2	0,921	0,897	0,872
Y_3	0,905	0,895	0,855
Y_4	0,864	0,774	0,838
Y_5	0,838	0,771	0,814
Y_6	0,896	0,854	0,812
Z_1	0,890	0,897	0,850
Z_10	0,811	0,896	0,864
Z_2	0,658	0,731	0,703
Z_3	0,789	0,855	0,806
Z_4	0,857	0,874	0,832
Z_5	0,819	0,864	0,849
Z_6	0,853	0,870	0,825
Z_7	0,647	0,705	0,617
Z_8	0,834	0,882	0,871
Z_9	0,841	0,856	0,822

Data Source: Processed Primary Data (2024)

Based on the processing results using SmartPLS can be seen in Table 1. The outer model value or correlation between constructs and variables has met convergent validity, the estimated results of the outer loading test calculation using PLS. From this output, it can be seen that all items are valid. This is because the Factor loading values are all more than 0.6.

Evaluating Reliability and Average Variance Extracted (AVE)

Validity and reliability criteria can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. A construct is highly reliable if the value is 0.70 and the AVE is above 0.50 (Ghozali, 2011). In table 2, the Composite Reliability and AVE values for all variables are presented as follows:

Table 2. Outer Model, AVE, Composite Reliability

Variable	AVE	Composite Reliability	Description
Organizational support	0.615	0,970	Reliable
evolved management	0.513	0,953	Reliable
Teacher Creativity	0.644	0,961	Reliable

Data Source: Processed Primary Data (2023)

Based on Table 2, all constructs meet the reliable criteria. This is indicated by a composite reliability value above 0.70 and an AVE above 0.50 per the existing criteria.

Model Feasibility Test Results (Inner Model)

Inner model or structural model testing is carried out to see the relationship between constructs, significance values , and the research model's Rsquare. The

structural model was evaluated using R-square for the t-test dependent construct and the significance of the structural path parameter coefficients. In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. Table 3 shows the result of the R-square estimation using SmartPLS.

Table 3 R-Square Value

Variable	R Square	R Square Adjusted
Devolved Management	0,905	0,904
Teacher Creativity	0,967	0,967

Data Source: Processed Primary Data (2023)

Table 3 shows that the R-square value for the devolved management variable is 0.905; this means that the variability of the devolved management construct can be explained by the variability of the meaning of the work construct of 90.5%, while other variables outside the model studied explain the rest. The larger the R-square number, the g, the greater the independent variable can explain the dependent variable, so the better the structural equation. Meanwhile, the teacher creativity variable was obtained at 0.967; this means that the variability of the teacher creativity construct can be explained by the variability of the organizational support and devolved management constructs of 96.7%, while other variables outside the model studied explain the remainder. The larger the R-square number, the greater the independent variable can explain the dependent variable, so the better the structural equation.

Hypothesis Test

The significance of the estimated parameters provides beneficial information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. Table 4 provides the estimated output for testing the structural model. In SmartPLS, statistical testing of each hypothesized relationship is conducted using simulation. In this case, the bootstrap method is carried out on the sample. Bootstrap testing is also intended to minimize the problem of non-normality of research data. Test results using bootstrapping from SmartPLS analysis are as follows:

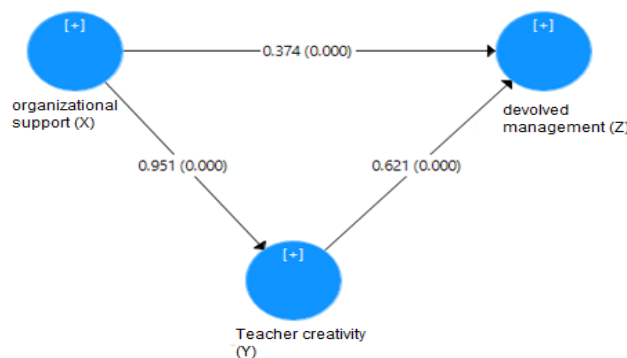


Figure 2. Bootstrapping Results

The significance level in hypothesis testing is measured using the path coefficient value parameter (Abdillah & Hartono, 2015). This test looks at the estimated path coefficient and t-statistic value with significance at $\alpha=5\%$. The hypothesis is accepted if the t-statistic value is higher than the t-table value, namely 1.984 for the one-tailed hypothesis. The following is the path coefficient value in testing the main hypothesis of this research:

Table 4. Path Coefficient Value

	Direct Effect and Indirect Effect Coefficient	Coefficient Parameters	T-Statistics	P-Values	Results
H ₁	Organizational Support (X) -> Teacher Creativity (Y)	0,951	92,862	0,000	Accepted
H ₂	Organizational Support (X) -> Devolved Management (Z)	0,374	8,473	0,000	Accepted
H ₃	Teacher Creativity (Y) -> Devolved Management (Z)	0,621	14,090	0,000	Accepted

Data Source: Processed Primary Data (2024)

1. Devolved management influences teacher creativity

The test on devolved management produced a t-statistic value of 92.862 with a P value of 0.000 < 0.05 (sig level). The test results prove that the hypothesis proposed in this research can be accepted, namely that devolved management affects teacher creativity; this means that the higher the meaning of work, the higher the teacher's creativity.

2. Organizational support influences teacher creativity

The test of organizational support produced a t-statistic value of 8.473 with a P value of 0.000 < 0.05 (sig level). The test results prove that the hypothesis proposed in this research can be accepted, namely that organizational support influences teacher creativity. This means that the higher the organizational support, the higher the teacher's creativity.

3. Organizational support influences devolved management

The test of organizational support produced a t-statistic value of 14.090 with a P value of 0.000 < 0.05 (sig level). The test results prove that the hypothesis proposed in this research can be accepted: organizational support influences devolved management. This means that the higher the organizational support, the higher the devolved management.

Mediation Test Results

Influence analysis is carried out to analyze the strength of influence between variables, including direct, indirect, and total influence. The direct effect is nothing but the coefficient of all coefficient lines with one-ended arrows.

Table 7. Indirect Effects

	Direct Effect and Indirect Effect Coefficient	Coefficient Parameters	T-Statistics	P-Values	Result
H ₄	Organizational Support (X) -> Teacher Creativity (Y)-> Devolved Management (Z)	0,591	14,405	0,000	Accepted

Data Source: Processed Primary Data (2023)

The results from Table 7 above show that organizational support affects organisation through devolved management. P-values of $0.000 > 0.05$ are significant.

Organizational Support Has a Positive Influence on Teacher Creativity

The test results of the organizational support and teacher creativity variables show that organizational support has a positive and significant effect on employee creativity, which means that when the company provides organizational support in the form of appreciating the contributions made by employees and caring for and appreciating the work of employees, thus making employees able to adapt to change, then employees have high employee creativity too.

The results of this research are supported by research conducted by Akgunduz et al. (2018), which shows that creativity increases when the level of organizational support increases. When employees perceive their company as highly supportive, they are more likely to demonstrate trust and confidence (Rich et al., 2010), encouraging their willingness to propose creative ideas and suggestions. Because such workplaces are considered to tolerate failure and an approach based on trial and error (Edmondson, 1999). To support creativity and risk-taking behaviour, employees are more likely to feel psychologically safe in taking the initiative (Kahn, 1990) or engaging in creative practices. Employees who receive high levels of support from the company are also more likely to exhibit positive moods (Rhoades & Eisenberger, 2002), facilitating the creative process. In addition, they are more willing to communicate and interact with other people (Erdogan et al., 2004) to gain more information and knowledge and produce more creative ideas (Chiang & Hsieh, 2012). They tend to feel more engaged with their work (Hakanen et al., 2008; Rich et al., 2010; Schaufeli et al., 2006), encouraging them to encourage creative ideas enthusiastically (Chang et al., 2013).

Organizational support can significantly impact teachers' creativity when an organization provides firm support, whether through resources, training, or recognition of innovative ideas; it opens up space for teachers to explore new ideas and create innovative teaching methods. Organizational support can also create an environment that promotes teacher collaboration, enabling the exchange of ideas and best practices. Teachers feel supported and acknowledged through this support, so they are more motivated to try new things and dare to take risks in developing creative learning approaches.

Analysis of the impact of organizational support on teacher creativity shows that this increases teachers' self-confidence and motivation and broadens their view of the potential for innovation in education. Teachers who feel supported tend to be braver in facing new challenges and can better think outside the box in designing exciting and effective learning strategies. Thus, organizational support directly influences the quality of teaching and learning in the classroom, opening the door to developing more relevant and responsive approaches to student needs. This benefits teachers as individuals, students, and the entire educational community by strengthening the overall quality of education.

Continuous organizational support for teachers as a form of motivation at MAN 1 Tuban forms an important foundation for developing their creativity. By accepting and appreciating new ideas from school leaders and fellow teachers, a culture of innovation is sparked in their educational environment. Teachers feel supported to try new approaches to teaching, thereby increasing their motivation to continue to develop creativity in designing learning strategies that are relevant to students' needs.

The positive effect of organizational support is also visible in improving the quality of learning and student achievement at MAN 1 Tuban. The innovative and engaging teaching methods implemented by the teachers increase student engagement and help them gain a deeper understanding of the subject matter. As a result, students' learning experiences become more meaningful and effective, positively impacting their academic results.

Organizational Support Has a Positive Influence on Devolved Management

Organizational support has a significant positive impact on the practice of delegated management in the educational environment. When an organization provides strong support for devolved management, it creates a framework that enables more effective and responsive decision-making at a level that is closer to local resources and needs. Organizational support can provide adequate resources, training for administrative staff and school principals, and developing appropriate monitoring and evaluation systems. This helps create a work culture that is open to participation, collaboration and accountability at all levels within a school. With the proper support, devolved management can be a powerful tool for increasing efficiency, innovation, and accountability in school management, thereby improving the quality of education provided to students overall.

The test results of the variable organizational support and the meaning of work at MAN 1 Tuban show that it is proven that organizational support has a positive and significant effect on devolved management, which means when the company provides organizational support in the form of appreciating employee contributions and caring and appreciating employee work, thus making employees feel and have devolved high management. In this context, it is essential to recognize that organizational support, which is proven to influence devolved management, includes material aspects such as appreciation for employee contributions and involves emotional and psychological dimensions. When employees feel valued, cared for, and appreciated by the organization, this creates a work climate that allows them to feel ownership and play an active role in decision-making related to their duties and responsibilities. This includes operational aspects and strengthens the emotional bond between employees and the organization, increasing individual engagement, motivation and a sense of responsibility towards the organization's overall success. Thus, organizational support that includes appreciation for employee contributions creates conditions that support developed management and strengthens the quality of the relationship between individuals and the organization, which ultimately positively contributes to overall performance and productivity.

The results of this research align with research conducted by Tang and Yu (2017), which shows that devolved management involves giving more power and autonomy to employees, flattening organizational structures, and encouraging communication, all of which have an essential effect on creativity. If employees see that they have support from the organization, they will make more significant contributions in return for the support they receive. Rahmaningtyas et al. (2022) The findings of their study underscore the complex relationship between implemented HR practices and task performance, highlighting the mediating role of employees' perceptions of organizational support for creativity, knowledge sharing (KH), creativity itself, and innovative work behaviour. This shows that the effectiveness of HR practices in improving task performance depends on how employees perceive the organizational climate regarding creativity and innovation. When employees feel supported by the organization in fostering creativity and innovation, they demonstrate higher levels of task performance. This emphasizes the importance of not only implementing HR practices but also creating a supportive organizational culture that encourages and rewards creativity and innovation among employees.

The research findings show a significant influence of organizational support on management delegation, highlighting the importance of appreciating and valuing employee contributions beyond just material rewards. It also includes fostering emotional bonds and empowering employees to actively participate in the decision-making process actively, ultimately leading to increased engagement, motivation, and a sense of ownership among employees. These results align with previous research that emphasizes the critical role of organizational support in facilitating creativity, innovation, and overall task performance. Thus, organizations must prioritize developing a supportive work environment that not only recognizes but also actively encourages employee input and autonomy, as this is key to achieving sustainable success and competitiveness in today's dynamic business landscape. Influence on Teacher Creativity

Devolved Management Has a Positive Influence on Employee Creativity

The test results for the variable meaning of work and employee creativity show that devolved management has a positive and significant effect on employee creativity. This means that when devolved management is high due to more meaningful work activities, employees can see opportunities before other people can see them and see things they like, resulting in high employee creativity.

The results of this study support research (Tang et al., 2017). Devolved management is an approach that involves giving more power and autonomy to employees, flattening organizational structures, and encouraging communication, all of which have an essential effect on creativity. In a devolved management system, employees are more accessible to determine their work. As a result, they are more likely to feel free from external control or restrictions and believe that managers have confidence in their decision-making abilities (Haar & Spell, 2009).

The research results show that devolved management significantly influences employee creativity, primarily by increasing the meaning of work employees feel. In this context, highly evolved management, triggered by more meaningful work activities, allows employees to see opportunities and explore

their interests more freely. This results in higher creativity because employees feel more motivated and have increased confidence in generating new ideas. These findings are consistent with previous research, which emphasizes that devolved management, which involves giving power and autonomy to employees and flattening organizational structures, allows a supportive environment for creativity to flourish. In the context of a devolved management system, employees feel more free to determine their tasks, increasing their sense of self-confidence and belief that their decision-making abilities are valued and recognized. Thus, this approach not only produces higher creativity but also strengthens the bond between employees and the organization, which ultimately makes a positive contribution to overall performance and productivity.

Devolved Management Mediates the Positive Effect of Organizational Support on Employee Creativity

The test results of the meaning of work variable in mediating the influence of organizational support on employee creativity show that there is a positive and significant mediating effect of the meaning of work on the influence of organizational support on employee creativity, meaning that when the company provides support to its employees, appreciates their ideas and efforts and accepts them. Employee complaints can produce high creativity, which can also be produced through high work meaning.

The results of this study differ from research by Tang and Yu (2017), which showed that devolved management involves giving more power and autonomy to employees, flattening organizational structures, and encouraging communication, all of which have essential effects on creativity. Devolved management strengthens the relationship between organizational support and employee creativity. Likewise, research by Haar and Spell (2009) in a devolved management system shows that employees have more freedom in determining their work. As a result, they are more likely to feel free from external control or restrictions and believe that managers have confidence in their decision-making abilities.

In the context of this research, devolved management positively moderates the influence of organizational support on employee creativity. This means that the higher the organizational support accompanied by the level of devolved management, the more likely employee creativity will increase because employees can provide new ideas and ways of solving work problems.

The results show that work meaning is essential in mediating the relationship between organizational support and employee creativity. When companies provide open support and accept contributions and input from employees, their creativity increases and strengthens the meaning of work individuals feel. This finding differs from several previous studies highlighting the role of devolved management in increasing employee creativity. However, in the context of this research, devolved management is considered a cheerful moderator that strengthens the influence of organizational support on employee creativity. Therefore, organizational support combined with a high level of devolved management can help create a work environment that supports innovation and creativity, where employees feel valued, heard, and allowed to

participate in the decision-making process actively. This has important implications for human resource management and organizational practitioners in building a work culture that stimulates creativity and innovation to improve company performance and competitiveness.

CONCLUSION

The research results show that organizational support positively affects employee creativity, which is supported in this research. This is because support from the company in the form of respecting employee contributions and caring about employee welfare and satisfaction can stimulate increased creative ideas in employees. Organizational support positively affects devolved management, which is supported in this research. This means the organizational support provided by the company, in the form of respecting employee contributions, caring about employee welfare and satisfaction, and taking pride in employee success, will improve employee-devolved management. Devolved management positively affects employee creativity, which is supported in this research. Because educational institutions that support employees by providing opportunities for them to learn what they want, respect employee contributions, and care about employee welfare and satisfaction can stimulate creative and innovative ideas to help employees increase their creativity. Devolved management mediates the positive influence of organizational support on employee creativity, as supported in this research. Due to support from the company, recognition and motivation make employees further develop their creative ideas and feel that their work is essential and meaningful to them.

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