

The Influence of Servant Leadership and Ethical Leadership on Employee Creativity is Mediated by Organizational Learning

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Abstract

This research aims to examine the influence of servant leadership and ethical leadership on employee creativity mediated by organizational learning. The research population was all employees of the Regional Government of Southeast Sulawesi Province, totaling 6,504 people. The sample was determined using the Slovin formula with a precision of 5%, thus the research sample consisted of 377 respondents. Data collection used a questionnaire with a Likert scale. The research model is structural and the data is analyzed using Smart PLS ver 3. The research results show that servant leadership and ethical leadership partially have a positive but not significant effect on employee creativity, servant leadership and ethical leadership have a positive and significant effect on organizational learning, organizational learning has a positive effect and significant to employee creativity. And organizational learning plays a positive and significant role in mediating the influence of servant leadership and ethical leadership on employee creativity. Organizational learning helps OPD to better understand community needs and expectations. By continuing to learn and adapt, OPD can increase its responsiveness to community needs and provide better services.

Keywords: Effective Leadership, Employee Creativity, Organizational Learning, Servant Leadership.

INTRODUCTION

Employee creativity is the most important economic asset (Agars et al., 2012) because it is considered a competitive advantage, effectiveness, and organizational survival (Lee et al., 2019; Zhou & Shalley, 2003). Creativity is driven by intrinsic motivation because motivation increases cognitive versatility, resilience, and curiosity (Fischer et al., 2019; Shalley et al., 2004). Leaders can encourage employee creativity by stimulating their intrinsic motivation, providing needed resources, and creating work conditions that promote goal achievement and job autonomy (Shalley and Gilson, 2004; Thao and Kang, 2018; Yang et al., 2017).

Servant Leadership is a particular leadership style that can produce positive results. The premise of servant leadership is that leaders concentrate less on fulfilling their personal needs and more on meeting their followers' needs and goals and can better inspire their subordinates (Kaya and Karatepe, 2020). In general, servant leaders adopt a unique type of leadership (Russell and Stone, 2002; Williams et al., 2017) and are distinguished by human-centered, selfless, and altruistic behavior (Eva et al., 2019; Avolio et al., 2009).

Servant leadership qualities effectively improve organizational performance and individual results (Bavik, 2020; Langhof and Guldenberg, 2020). In addition, leadership literature shows that servant leadership benefits the workplace through higher satisfaction, dedication, involvement, and performance of subordinates (Liden et al., 2008; Neubert et al., 2008). Servant leadership also has a positive effect on followers' organizational citizenship behavior (OCB) (Bavik et al., 2020), performance (Van Dierendonck, 2011), social capital accumulation (Zoghbi-Manrique-de Lara and Ruiz Palomino, 2019), organizational commitment (Ling et al., 2017), work-life balance (Tang et al., 2016) and creativity (Thao et al., 2018).

Research by Ruiz-Palomino et al. (2020) found that servant leadership positively and significantly affects creativity. It shows that the servant attitude is one of the mechanisms used by servant leaders to foster creativity. Thao and Khang's (2018) research found that servant leadership positively and significantly affects employee

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creativity. This is because servant leadership, a leadership style that emphasizes the leader's role as a servant to their team, highlights the leader's ability to promote subordinate competencies so that subordinates are more likely to engage in creative behavior. Thus, it is important to create a supportive workplace environment so that employees feel that they are receiving individualized care and that their work-related competencies are enhanced.

Research by Newman et al. (2017) found servant leadership had no significant effect on creativity. Likewise, other research finds that the role of creative climate is an antecedent of creativity (Hassi, 2019; Yeh-Yun Lin and Liu, 2012). The importance of a creative environment comes from the assumption that organizational resources such as systems, culture, and climate can lead to creative situations and stimulate employees to display creative behavior (Kim and Yoon, 2015; Woodman et al., 1993). When the climate provides adequate resources, support, and rewards for creative thinking and behavior, employees are likelier to exhibit high levels of creative behavior. However, despite the significance of organizational climate in stimulating creative behavior, there are still many unanswered issues, among which is whether creative climate plays a vital role in servant leadership and follower creativity dynamics.

Employee creativity is also influenced by organizational learning. Creativity at the individual level has been linked to such diverse constructs as team cohesiveness, diversity, ownership and level of cooperation among group members, job design, supervisory style, and providing performance feedback (Kazanjian & Drazin, 2012). Individual characteristics such as personality, cognitive ability, and intelligence have all been linked to creativity. Creativity theories emphasize the role of individuals or small groups, with little or no recognition that creative tasks may be embedded in more considerable organizational efforts involving task interdependencies between units or across complex organizational systems. Organizational learning is a worthy extension of existing research related to creativity (Kazanjian & Drazin, 2012).

Liu et al.'s research (2018) found that organizational learning has a positive and significant effect on creativity. The findings suggest that organizational learning (e.g., exploitative learning, which involves refining and improving existing knowledge and skills) and exploratory learning (which involves seeking new knowledge and skills) are important mechanisms that mediate the relationship between social capital and knowledge transfer. From an organizational learning perspective, these findings suggest that managers should encourage employees to consolidate their current knowledge and skills and gradually seek existing solutions to increase productivity and creativity. Because exploitative learning can consolidate a firm's internal capabilities, managers should also consider learning from customers to better target their limited resources and achieve the greatest benefits (Tzokas et al., 2015). In long-term development, human resources professionals can design motivational mechanisms to encourage a company's exploitative and exploratory learning.

Servant leadership is considered the best style in employee development to meet the dual challenges of facilitating teams and individual employees to increase organizational learning and employee creativity (Zhou et al., 2018). However, research by Aboramadan (2021), which examines the influence of servant leadership on employee creativity mediated by a climate of creativity, recommends that future research can re-examine this variable by adding ethical leadership.

Javed et al.'s research (2018) found that ethical leadership positively and significantly affects employee creativity. Social learning theory suggests this ethical influence occurs through role modeling (Bandura, 1977; Mayer et al., 2009). It can be achieved when leaders participate in behaviors that advance the well-being of others and abstain from behaviors that may cause harm to others (Toor & Ofori, 2009). These leaders can use several strategies to empower their subordinates, increase their self-efficacy, and change their values, norms, and attitudes to align with the standards of their organizations and communities. When organizational actions and leaders' decisions are perceived as fair, employees are more likely to participate in cooperative behavior in which they support the organization outside the scope of their jobs. Research has found that cooperative behavior is strongly related to opportunities for creativity (Obiora & Okpu, 2015). Current business developments influence people's behavior, so people demand fast, precise, and transparent services. Thus, local governments must encourage employees to respond more creatively to changing demands and community behavior.

The Regional Government of Southeast Sulawesi Province hopes that all Regional Apparatus Organizations (OPD) will manage government administration and provide excellent services to the community. The implementation of this role certainly must be balanced with employee creativity. Thus, each OPD needs to explore the hidden creativity of employees because each OPD has people who are sharp in creativity. Each OPD encourages employees to have new and valuable ideas. Current technological developments have given birth to new ways of completing work, thus requiring creative human resources.

Each OPD has creative employees, but the number and quality must meet expectations. Current developments in information and communication technology cannot be utilized optimally by employees; for example, there is a need for digital archives carried out by Southeast Sulawesi Provincial Government employees. Various decrees (SKs), such as Village Expansion Decrees and Subdistrict Expansion Decrees made by the Governor, previously made it difficult to obtain the original SKs; this was because there had been changes in employees and office moves so the archives were not well organized. If employees are creative, digital archives can be created and obtained anytime.

The existing phenomenon is that employees need to utilize their working hours better; many still wander around the office, play games, etc., which are unproductive, even though this time could be used for valuable things such as completing unfinished tasks or thinking. Creative in utilizing information technology to support the smooth running of their duties. Other things, such as making performance reports, many employees still need to be literate in information technology to make their performance reports. However, we still find employees who have creativity, such as changing unused (used) items into usable items, creating new methods for completing tasks that many people rarely use, and lots of ideas and suggestions for a problem.

Various efforts from each element of OPD leadership to increase employee creativity include implementing servant leadership; in this case, the leader places the needs of subordinates as a priority, recognizes the honor and importance of value for each employee, and helps employees achieve common goals. However, these efforts only provide little results in increasing employee creativity. In this way, Southeast Sulawesi Province OPD leadership elements also apply ethical leadership by communicating openly with subordinates, respecting them, making fair decisions, and stimulating subordinates to share opinions to be trusted.

The leaders of each OPD of Southeast Sulawesi Province apply servant leadership and ethical leadership to increase employee creativity in the form of cognitive, endurance, and curiosity of subordinates so that they can imagine producing new and valuable ideas. Applying servant leadership and ethical leadership is also expected to increase organizational learning by disseminating knowledge and understanding and modeling learning behavior for employees. This is expected to encourage employees to contribute new ideas. The use of learning by each OPD is sometimes required directly by the leadership, and occasionally, outside personnel (outsourcing) is used to facilitate organizational learning based on the tasks and goals of the organization.

This research is a development of research by Aboramadan (2021), which examines the influence of servant leadership on employee creativity mediated by a creative climate. The research findings show that an environment of creativity can mediate the impact of servant leadership on employee creativity. However, limitations of previous research include data collected from the hotel sector, which may limit the generalization of findings to other industries. Therefore, future research might consider replicating the findings in different contexts, including government organizations. Future studies should consider other mediating factors of learning-oriented organizations. Future research should consider including other leadership styles, such as ethical leadership, to validate the variance that servant leadership accounts for in follower creativity.

Thus, the novelty of the research is adding the ethical leadership variable as an exogenous variable and replacing the mediating variable of creative climate with organizational learning. Ethical leadership is implemented by elements of the Southeast Sulawesi Province OPD leadership by emphasizing the application of moral standards for civil servants, making sacrifices for the sake of the organization, being considerate and caring for employees, being fair and objective when giving rewards and punishment to employees, keeping promises and being consistent in work, sporting and being responsible for the tasks assigned to employees.

The phenomenon that exists in the OPD of Southeast Sulawesi Province is that employee creativity is essential in responding to demands for services to the community because quality public services are also part of the bureaucratic reform agendas. These reform agendas aim to improve the efficiency and effectiveness of public services, and employee creativity plays a crucial role in achieving these goals. The importance of employee creativity lies in its ability to make employees more productive, improve the quality of employee work, and facilitate the finding of solutions to problems faced by employees.

Creativity is very important in employee activities, because it will give birth to ideas that can improve and follow changes in external conditions or changes in regulations in running a good government. Servant Leadership is someone who becomes a servant first. Starting from the natural feeling that someone who wants to serve, must first serve. The leadership elements of each OPD in the Southeast Sulawesi Provincial Government, which include [specific leadership roles or individuals], have provided empowerment to employees in the form of being assigned to take technical guidance, granting permits to carry out higher level education, providing additional income allowances, this is done as a form of service provided by leadership elements to their subordinates, in order to increase employee creativity and performance.

This condition was triggered by employee promotions based on something other than employee competency and rank level. This causes employees to become unproductive; employees are reluctant to develop their creativity because they think it is not competence assessed in employee career development but only based on political proximity. Therefore, ethical leadership is needed to assure employees that creativity is essential for employees in the context of employee career development and as a basis for evaluating employee performance. Based on this, it is necessary to add ethical leadership variables to increase employee creativity.

LITERATUR REVIEW

Servant Leadership

Servant leadership is a leadership style whose primary goal is to serve others, achieve the common good, achieve goals, and improve others (Demirtas & Karaca, 2020). This style of leadership can lead to increased employee satisfaction, improved team performance, and a more positive organizational culture, ultimately contributing to the organization's success. Servant leadership is a particular form of leadership style that can produce these positive results.

Ethical Leadership

Ethical leadership is "the demonstration of normatively appropriate behavior through personal actions and interpersonal relationships and the promotion of such behavior to followers through two-way communication, reinforcement and decision making" (Brown et al., 2005). This could be demonstrated in a leader's commitment to honesty, fairness, and respect in their interactions with their team, and their encouragement of these values in their team's behavior.

Organizational Learning

Organizational learning is an idea built by integrating psychology, organizational development, management science, sociology, organizational theory, strategic production, human culture, processes of adaptation and evolution, and actions with dynamic cycles (Wu & Tai, 2016).

Creativity

Creativity creates new and valuable ideas in a particular field (Woodman et al., 1993). Employee creativity seeks to generate ideas related to new products, services, practices, and procedures, and it has the potential to benefit the organization and the company (Zhou & George, 2001).

Conceptual Framework and Hypothesis

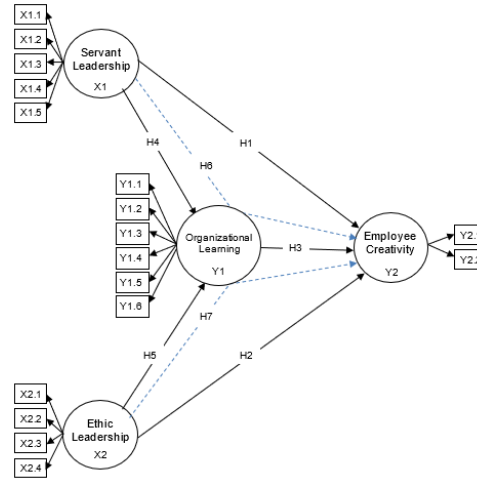


Figure 1. Conceptual framework

Hypothesis

H1: servant leadership has a positive and significant effect on employee creativity.

H2: Ethic leadership has a positive and significant effect on employee creativity

H3: Organizational learning has a positive and significant effect on employee creativity.

H4: Servant leadership has a positive and significant effect on organizational learning

H5: Ethic leadership has a positive and significant effect on organizational learning

H6: Servant leadership positively and significantly affects employee creativity, mediated by organizational learning.

H7: Ethical leadership positively and significantly affects employee creativity, mediated by organizational learning.

Research Methods

This research uses a quantitative approach or a positivism paradigm (thinking about cause and effect, hypotheses, using measurements, and testing theories). This is an explanatory survey to explain cause and effect between variables. The population under study comprises the Civil Servants of the Regional Government of Southeast Sulawesi Province, serving in various institutions, totaling 6,504 individuals. We employed a robust stratified random sampling method to select our sample, ensuring a high degree of representativeness. With a precision level set at 5%, we determined a sample size of 377 respondents, further enhancing the reliability of our findings.

Data Analysis Techniques

In quantitative research, data analysis is an activity after collecting data from all respondents or other data sources. According to Sugiyono (2012), two types of statistics are used for data analysis in research: descriptive and inferential. Descriptive statistics are statistics that are used to analyze data by describing or illustrating the data that has been collected as it is without the intention of making general conclusions or generalizations. To answer the description of each research variable, the average respondent's answer to each statement/question must be known.

Inferential statistics, a powerful data analysis technique, was employed to determine the degree of similarity between sample results. Specifically, we used the t-test to ascertain significant differences in the level of choice probability. To calculate the research statistical t-test, we utilized the advanced SmartPLS software version 3.0, a testament to our commitment to rigorous analysis and the use of cutting-edge tools.

RESULTS AND DISCUSSION

RESULT

Path Coefficient

Direct Influence

In the previous discussion, it was stated that to answer the problems and hypotheses proposed in this research, namely the influence of exogenous variables on endogenous variables, a test was carried out using Smart PLS ver 3 to determine the value of the path coefficient (path analysis). A summary of the results of the path analysis calculations in this research can be presented in the table below:

Table 1. Summary of the Results of The Path Analysis

Research Variable			Path coefficient	t-statistics	P-value	Information
Servant Leadership	→	Employee Creativity	0,135	1,725	0,085	Not yet supported
Leadership Ethics	→	Employee Creativity	0,042	0,443	0,658	Not yet supported
Organizational learning	→	Employee Creativity	0,725	10,868	0,000	Supported
Servant Leadership	→	Organizational learning	0,415	5,279	0,000	Supported
Leadership Ethics	→	Organizational learning	0,474	5,990	0,000	Supported

Source: Data processing results via smartPLS version 3.0, 2023.

Indirect Influence (mediation)

In addition to analyzing the direct influence of exogenous variables on endogenous variables, this research also analyzes indirect influences (mediation). The results of the mediation role path analysis can be presented in the following table:

Table 2. Results of Indirect Effect Analysis (Mediation)

Exogenous Variables	Intervening Variables	Endogenous Variables	Path Coefficient	P-value	Information
Servant leadership	Organizational learning	Employee creativity	0,344	0.000	Supported
Ethical leadership	Organizational learning	Employee Creativity	0,301	0.000	Supported

Source: Smart PLS Data Processing 3, 2023.

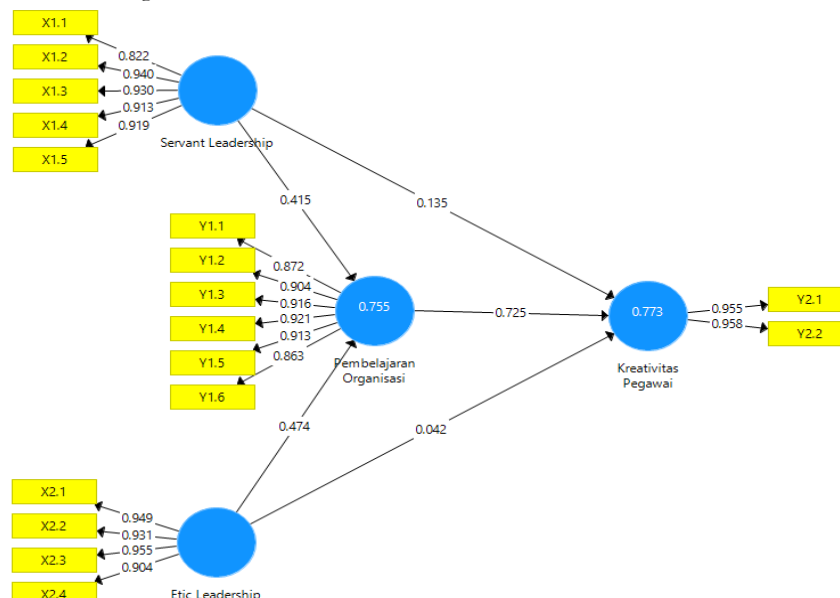


Figure 2. Structural Model of Research Results

Q-Square Value

Testing of the structural model was carried out by looking at the value of the coefficient of determination (R²), which is a goodness of fit model test. The R² value can be presented in the form below:

Table 3. R Square

Variable	R-Square
Organizational Learning	0,755
Employee Creativity	0,773

Source: Results of data processing via PLS, 2023.

Based on Table 5.13, the contribution of servant leadership and ethical leadership variables to organizational learning is 0.755 or 75.5%. The contribution of servant leadership, ethical leadership, and organizational learning variables to employee creativity is 0.773 or 77.3%. The R² value of 0.775, a significant indicator of the model's explanatory power, demonstrates a strong level of closeness, as it exceeds the 0.75 threshold.

Predictive Relevance Value (Q²)

Predictive relevance (Q²) for structural models measures how well the model produces the observation values and estimated parameters. The Predictive relevance (Q²) value is obtained using a blindfolding procedure, which can be presented in the following table:

Table 4. Q Square

Variable	Predictive Relevance (Q ²)
Organizational learning	0,602
Employee Creativity	0,701

Source: Results of data processing via Smart PLS 3, 2023.

Table 5.14 shows that the predictive relevance (Q²) value of organizational learning is 0.602 or greater than 0.35. Thus, the servant leadership and ethical leadership constructs have great predictive relevance to organizational learning. Employee creativity's predictive relevance value (Q²) is 0.701 or greater than 0.35. Thus, servant leadership, ethical leadership, and organizational learning have great predictive relevance to employee creativity.

DISCUSSION

Based on the robust results of our research, we will delve into a comprehensive discussion of the analysis. This discussion will illuminate the causal relationships that validate the hypotheses put forth in our research. We will draw upon existing theories and empirical research to contextualize our findings, whether they align with or challenge the results of our hypothesis testing.

The Influence of Servant Leadership on Employee Creativity

Our analysis of the influence of servant leadership on employee creativity revealed a positive but not significant impact. This finding challenges the research hypothesis that proposed a significant and positive influence of servant leadership on employee creativity. It prompts us to reconsider the factors that contribute to increased employee creativity.

The research results show that the leadership elements in the Southeast Sulawesi Province OPD mobilize their subordinates with compassion and humility, have a vision, and empower and respect each employee. By applying the principles of servant leadership, you can create a positive, collaborative, and enthusiastic work environment. It does not directly encourage employees to increase their ability to create new thoughts that are novel and useful in carrying out tasks, such as employees following the latest developments in work, feeling encouraged to think creatively at work, employees looking for new ways to complete tasks at work, employees have the freedom in the organization to try new approaches to work, the organization appreciates creative ideas

proposed by employees to improve performance. It is what encourages employee creativity in the Southeast Sulawesi Province OPD.

The research results show that the leadership element treats all employees with a friendly attitude, builds relationships that respect the feelings of team members, motivates team members with affection, and shows sincere concern for team members. It gives employees the freedom to try new approaches and ideas in carrying out their duties, besides giving them room for experimentation to stimulate their creativity.

Elements of the Southeast Sulawesi Province OPD leadership mobilize their subordinates with love and humility. It is reflected in the way in which the leadership element treats all team members. Equally, the leadership element is always ready to help team members; the leadership element accepts feedback from team members humbly and the leadership element shares success with team members. A leader who treats team members equally respects diversity within the team, including differences in culture, background, gender, and abilities; a leader who treats team members equally provides equal opportunities for all team members. It includes development opportunities, training, exciting projects, and career advancement. Leadership elements that treat team members as equals listen attentively to the opinions and ideas of subordinates, regardless of status or rank. Treating all team members equally will strengthen team relationships, motivate team members, and increase productivity.

With humility from the leadership as a form of servant leadership, employees feel that the creative ideas submitted have the potential to improve the quality of work, employees feel that the organization appreciates the usefulness of the creative ideas submitted, creative ideas submitted by employees used by the organization, employees feel that OPD provides sufficient support to implement employees' creative ideas.

Servant leaders tend to give freedom and responsibility to their subordinates. This creates an environment where employees feel supported to contribute with their creative ideas without fear of punishment or excessive criticism. Servant leadership emphasizes the personal and professional development of subordinates. Servant leaders strive to ensure employees have opportunities to develop, learn, and grow. This can increase creativity because employees feel encouraged to look for new solutions and innovate.

The inconsistency between theoretical values and empirical values also causes the positive but not significant influence of servant leadership on employee creativity. The highest expected indicator is humility, while the highest indicator of implementation is love. Likewise, with employee creativity, the indicator with the highest average is novelty; on the other hand, the indicator with the highest outer loading value is usefulness. This shows that OPD feels compelled to adopt innovation because of the demands of change and technological developments. In this ever-changing environment, organizations tend to look for new ways to increase their efficiency and effectiveness. While innovation is important, it is also important to balance innovation and usability. A successful innovation can provide real added value, solve actual problems, and meet the needs of users or society. Therefore, organizations, including OPD, should continue paying attention to the concrete benefits of their innovations.

The results of this research are supported by self-determination theory (Deci & Ryan, 1981), which reveals that servant leadership increases motivation, which comes from the individual's internal desires, and has an impact on increasing creativity. Servant leadership, with its focus on empowerment, support, and personal development, can generate intrinsic employee motivation, increasing creativity.

The research results are supported by previous research, which reveals that servant leadership refers to leadership that focuses on promoting integrity, helping others, and trying to bring out the full potential of employees (Yang et al. 2017; Huang et al. 2017; Hoch et al. 2018). Servant leaders can encourage and support their followers by empowering employees, prioritizing meeting employee needs, and stimulating their full potential. They can increase employees' intrinsic motivation and engagement in creative behavior (Chan and Mak 2014; Neubert et al. 2016).

When leaders demonstrate servant leadership behavior, employees are more likely to engage in mutual exchanges of support and concern for others, which increases their psychological safety (Liden et al. 2014). As a result, the risks associated with seeking creative methods to solve problems will be reduced, which is beneficial

for encouraging follower creativity (Liden et al. 2014; Yoshida et al. 2014). Therefore, servant leadership is considered to be positively related to follower creativity.

The results of this research are supported by previous research findings that servant leadership has a positive but insignificant effect on employee creativity (Newman et al., 2017). Servant leadership may need to be supported by other factors in order to create an environment that stimulates creativity. While servant leadership can create an inclusive and supportive work culture, factors such as encouragement to innovate, creative training, and a supportive reward system can also play an important role.

The Influence of Ethical Leadership on Employee Creativity

Based on the analysis of the influence of ethical leadership on employee creativity, it found a positive but not significant influence. Hence, the research hypothesis, which states that ethical leadership significantly and positively influences employee creativity, is insufficient evidence to be accepted. This finding shows that the ethical leadership variable cannot explain the increase in employee creativity.

The research results show that leadership moves subordinates by ethical standards and provides integrity, justice, and care. The application of ethical leadership by elements of the Southeast Sulawesi Province OPD leadership is an attitude and behavior that reflects moral values, integrity, and honesty in the work environment. Applying leadership ethics does not directly encourage employees to create new thoughts that are useful and novel in carrying out their duties. By implementing leadership ethics, employees follow the latest developments in work; employees feel encouraged to think creatively at work, employees look for new ways to complete tasks at work, employees have the freedom within the organization to try new approaches to work, the organization appreciates creative ideas proposed by employees to improve performance. This is what encourages employee creativity in the Southeast Sulawesi Province OPD.

Employees who practice ethical leadership adhere to moral principles and ethical standards in their work, creating a work environment of integrity, fairness, and trust. This positive organizational culture, where people feel respected and supported, can influence other coworkers over time, fostering a more ethical and competitive work environment. The application of leadership ethics also gives employees the freedom to experiment with new approaches and ideas, providing a fertile ground for creativity.

Ethical leaders value diversity of ideas and views, ensuring that every team member feels heard and valued, even if their ideas differ. This inclusive approach can stimulate creativity, as it encourages employees to think outside the box and contribute in unique ways. Ethical leaders also tend to empower their subordinates, giving them responsibility and freedom to take initiative. This empowerment can further stimulate creativity, as it gives employees a sense of control over their work and the support to create innovative solutions.

The cheerful but not significant influence of ethical leadership on employee creativity shows that the leadership element communicates important ethical values in the organization, the leadership element enforces compliance with ethical standards that apply in the organization, the leadership element promotes an ethics-based organizational culture, the leadership element practices the principles ethical principles in decision making, leadership elements demonstrate honest behavior in interactions with subordinates. Leadership elements can communicate openly and honestly with their colleagues and subordinates. In this way, employees will find creative solutions to complex problems; employees offer new approaches to respond to challenges faced by OPD and formulate creative ideas, often involving new ways to carry out daily tasks. This can increase operational efficiency, saving time, costs, and resources.

The cheerful but not significant influence of ethical leadership on employee creativity is because the ethical leadership variable, the indicator that has the highest mean, is the ethical indicator, while the indicator that has the highest outer loading is integrity; this shows that there is a difference between the expected value and the actual value. Thus, the Southeast Sulawesi Province OPD needs to increase the implementation of integrity because it is considered the best indicator that can significantly contribute to the creativity of Southeast Sulawesi Provincial Government employees. Meanwhile, ethical indicators are deemed to have sufficient implementation

in the OPD of Southeast Sulawesi Province. Likewise, with the employee creativity variable, the highest reality value is novelty, while the highest theoretical value is usefulness. With the difference between the expected and actual values, leadership ethics has a positive but not significant effect on employee creativity.

Open communication creates trust and transparency in the workplace. Employees can create an ethical, mutually supportive, and productive work environment by communicating these ethical values. It also helps build an organization's reputation as a workplace with integrity and strengthens relationships with other stakeholders. When a leader in OPD practices leadership ethics consistently, this can create an organizational culture that supports creativity, innovation, and shared growth. Leadership ethics creates a positive work environment and motivates and empowers employees to contribute creatively to achieving organizational goals.

Ethical leadership is 'the demonstration of normatively appropriate behavior through personal actions and interpersonal relationships, and the promotion of such behavior to subordinates through two-way communication, reinforcement, and decision making' (Brown, Treviño, & Harrison, 2005: 120). In other words, this definition highlights three main characteristics of an ethical leader: he is a person who (a) practices what he preaches, (b) believes in justice, and (c) communicates meaningful information.

The research results are supported by differential association theory, which discusses the first component of ethical leader characteristics (i.e., practicing what one says). This suggests that employees learn moral or immoral behavior while working with their coworkers and leaders (Ferrell & Fraedrich, 2013). Research also finds that the influence of superiors' ethical values on subordinates is more significant than on colleagues (Mayer et al., 2009) because workers tend to follow their superiors' moral decisions to demonstrate loyalty (Ferrell & Fraedrich 2013).

Social learning theory also supports the research results that individuals understand ethical norms and values through observation and social interaction. In the work environment, leaders who emphasize ethical values can help shape ethical norms among employees, creating an organizational culture that supports creativity and ethical behavior (Bandura, 1977; Mayer et al., 2009). These leaders can use several strategies to empower their subordinates, increase their self-efficacy, and change their values, norms, and attitudes to align with the standards of their organizations and communities.

Organizational justice theory also supports the research results, which posits that an employee assesses a leader's behavior and reacts accordingly. Judgment and reaction go through four stages: distributive, procedural, interpersonal, and informational. Employees first evaluate fairness regarding the distribution of resources that can be tangible, such as a salary increase, or intangible, such as recognition, in the distributive stage. If they feel such a distribution is fair, then perceptions of fairness prevail (Greenberg, 1987; Colquitt, 2001).

The research results are supported by previous research findings that ethical leadership causes a positive effect on creativity, in line with the premise that ethical leadership shows workplace values, open communication, respect for employees, fairness, trust, and balanced decisions that encourage employees to elevate their voices. Therefore, in the presence of ethical leadership, employees talk about new and novel ideas that enhance their organizational creativity (Javed, 2018). On the other hand, this research is supported by other research showing that ethical leadership positively affects employee creativity (Javed et al., 2017)

The Influence of Organizational Learning on Employee Creativity

Based on the analysis of the influence of organizational learning on employee creativity, which found a significant and positive influence, the research hypothesis that organizational learning has a significant and positive influence on employee creativity is sufficient evidence to be accepted. This finding shows that the organizational learning variable can explain the increase in employee creativity.

The research results reveal a culture of continuous learning in the Southeast Sulawesi Province OPD, characterized by team learning, dialogue, collective vision, knowledge sharing, and system connections. This environment empowers employees to continually enhance their skills, with organizations fostering innovation as an integral part of the learning process. Employees are given the platform to share their knowledge, fostering an atmosphere that encourages the exploration of new approaches and ideas, thereby stimulating creativity.

The research results show that employees are encouraged to continue to improve their abilities in the workplace, they are allowed to share knowledge with colleagues, and OPD implements continuous learning, which refers to practices designed to ensure that employees continue to develop their skills and knowledge and improve their abilities. They carry out tasks relevant to their work. Continuous learning in OPD is a necessity because the work environment and job demands continue to change. This will encourage employee creativity to increase innovation, productivity, and the organization's ability to respond to developing challenges, allowing employees to try new approaches and ideas when carrying out their duties.

The research results demonstrate that each OPD leverages the expertise of every employee to achieve shared objectives. The work teams foster collaboration among members and maintain an open culture. Team learning, as evidenced by the collaborative efforts of team members in OPD, is a critical factor in achieving organizational goals. By integrating team learning into the organization's learning strategy, OPD can enhance interdepartmental collaboration, boost productivity, and gain a competitive edge through increased collaboration and knowledge exchange.

Organizational learning enables organizations and their employees to adapt quickly to environmental changes. Employees who feel the organization supports learning and change are more likely to create creative and innovative solutions in response to new challenges. Organizational learning creates a culture that encourages openness to new ideas. Employees feel more comfortable sharing creative ideas when they know the organization supports exploration and experimentation efforts. The organizational learning process involves collecting, storing, and utilizing knowledge. Organizations can use knowledge effectively to provide employees with intellectual resources to assist in creative decision-making.

The research results are supported by knowledge-based theory, which reveals that organizations are social entities that use and store internal knowledge, competencies, and capabilities that are vital for the company's survival, growth, and success (Hakanson, 2008). The theory emphasizes organizational needs for superior coordination and integration of learning by employees within the organization (Kogut & Zander, 1992)

Organizations manage their knowledge to determine their success or failure. Organizations more effective at discovering, absorbing, and exploiting new knowledge from their internal and external environments will tend to perform better than their competitors (Martin-de-Castro, Delgado-Verde, Lopez-Saez, & Navas-Lopez, 2011). Liebeskind (1996) argues that companies that can protect their explicit knowledge will perform better than companies that cannot protect it.

Organizational learning plays a crucial role in enhancing the efficiency of both organizational and individual actions, particularly in the form of creativity. Research by Jeung (2011) supports this, highlighting the close relationship between organizational knowledge and innovation in the learning process. Fu et al. (2011) also demonstrate a correlation between organizational learning and innovation. Santora (2013) further suggests that learning can enhance innovation capabilities in learning organizations. When viewed as a process of knowledge production, utilization, and diffusion, creativity becomes the driving force of innovation.

The research results are supported by research by Karatepe et al. (2019) that 1) the learning mechanisms offered by organizations provide explanatory power in increasing employee creativity, and 2) the nature of organizational learning also shows explanatory power in employee creativity. In other words, an organization can increase creativity by planning numerous active, dynamic, and static organizational learning activities and offering relevant programs and cultivation plans. Previous research found that organizational learning positively and significantly affects employee creativity (Hahn, 2015; Azma & Mostafapour, 2011; McCharen et al., 2011).

The Influence of Servant Leadership on Organizational Learning

The influence of servant leadership on organizational learning is a significant finding. The analysis reveals a strong and positive influence, supporting the research hypothesis that servant leadership significantly and positively impacts organizational learning. These findings underscore the ability of the servant leadership variable to drive increased organizational learning.

The research results show that the leadership elements in the Southeast Sulawesi Province OPD mobilize their subordinates with compassion and humility, have a vision, empower employees, and respect each employee. By applying servant leadership principles, employees can create a positive, collaborative, and enthusiastic work environment. This encourages employees to continue improving their abilities in the workplace; organizations encourage innovation as part of the learning process, and employees are allowed to share knowledge with colleagues. The implementation of sustainable learning in Regional Apparatus Organizations (OPD) refers to practices designed to ensure that employees continue to develop their skills and knowledge and improve their ability to carry out tasks relevant to their work.

Organizational learning enables organizations and their employees to adapt quickly to environmental changes. Employees who feel the organization supports learning and change are more likely to create creative and innovative solutions in response to new challenges. Organizational learning creates a culture that encourages openness to new ideas. Employees feel more comfortable sharing creative ideas when they know the organization supports exploration and experimentation efforts. The organizational learning process involves collecting, storing, and utilizing knowledge. Organizations can use knowledge effectively to provide employees with intellectual resources to assist in creative decision-making.

The research results are supported by knowledge-based theory, which reveals that organizations are social entities that use and store internal knowledge, competencies, and capabilities vital for the company's survival, growth, and success (Hakanson, 2008). The theory emphasizes organizational needs for superior coordination and integration of learning by employees within the organization (Kogut & Zander, 1992)

Organizations manage their knowledge to determine their success or failure. Organizations more effective at discovering, absorbing, and exploiting new knowledge from their internal and external environments will tend to perform better than their competitors (Martin-de-Castro, Delgado-Verde, Lopez-Saez, & Navas-Lopez, 2011). Liebeskind (1996) argues that companies that can protect their explicit knowledge will perform better than companies that cannot protect it.

Organizational learning plays a crucial role in enhancing the efficiency of both organizational and individual actions, particularly in the form of creativity. Research by Jeung (2011) supports this, highlighting the close relationship between organizational knowledge and innovation in the learning process. Fu et al. (2011) also demonstrate a correlation between organizational learning and innovation. Santora (2013) further suggests that learning can enhance innovation capabilities in learning organizations. When viewed as a process of knowledge production, utilization, and diffusion, creativity becomes the driving force of innovation.

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practices designed to ensure that employees continue to develop their skills and knowledge and improve their ability to carry out tasks relevant to their work.

The research results show that leadership moves subordinates according to ethical standards, providing integrity, justice, and care. The application of ethical leadership by aspects of the Southeast Sulawesi Province OPD leadership is an attitude and behavior that reflects moral values, integrity, and honesty in the work environment. By implementing leadership ethics, employees are encouraged to improve their abilities in the workplace, facilitate innovation as part of the learning process, and are allowed to share knowledge with colleagues.

The research results show that leaders who practice ethical leadership adhere to moral principles and ethical standards in all aspects of their work. Applying ethical leadership by employees creates a work environment of integrity, fairness, and trust. It also creates a positive organizational culture where people feel respected and supported in their duties. Over time, these ethical attitudes and behaviors can influence other coworkers, creating a more ethical and competitive work environment. Ethical leadership encourages continuous (sustainable learning) learning in regional apparatus organizations (OPD) by ensuring that employees continue to develop their skills and knowledge and improve their ability to carry out tasks relevant to their work. Continuous learning in OPD is a necessity because the work environment and job demands continue to change.

Ethical leadership by leadership elements reflects the leader's ability to understand, listen, and respond to subordinates' needs, feelings, and interests with full attention and empathy. By implementing this concern in ethical leadership, leadership elements can create a positive work environment, build strong relationships with subordinates, and increase the productivity of team members. Caring is one of the primary keys to creating effective and sustainable ethical leadership. By implementing leadership ethics, each OPD will utilize the expertise of each employee to achieve common goals; work teams encourage collaboration between team members, and work teams have an open culture. Team learning reflects the ability of team members in OPD to collaborate, share knowledge, and work together to achieve organizational goals. By integrating team learning as a critical indicator in the organization's learning strategy, OPD can strengthen department collaboration, increase productivity, and achieve competitive advantage through increased cooperation and knowledge exchange.

Leaders who demonstrate ethics in their leadership can help shape a learning culture in the organization. This culture creates an environment where mistakes are considered opportunities for learning and continuous improvement. Leadership ethics include openness and transparency. Ethical leaders encourage open communication among team members, facilitating the exchange of ideas, feedback, and discussions that support learning. Leaders, as models of moral behavior, can be examples for team members when dealing with moral dilemmas and difficult situations. When team members see the leader demonstrate integrity and honesty in decision-making, this can be a powerful learning experience for them.

The research results are supported by the social learning theory that ethical leaders use normative and role-modeling roles to prevent destructive behavior and practices and increase constructive learning (Brown et al., 2005). According to Social Learning Theory (Bandura, 1977), individuals learn through observation and imitation of observed behavior. Leaders who demonstrate ethical behavior can serve as models for their team members. If team members see the leader making moral decisions, they may be inclined to imitate that behavior.

Usman and Hamed's (2017) research found that organizational leaders can increase constructive learning and prevent destructive learning by demonstrating fairness and accountability through their behavior and actions. Ethical leaders are understood as fair, sincere, upright, and honest (Brown & Trevino, 2005). Ethical leaders demonstrate integrity, care, and concern for others in their personal and professional lives (Brown & Treviño, 2005; Brown et al., 2005).

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Servant leadership encourages organizational learning by creating a work culture that supports experimentation, reflection, and personal development. Organizational learning can mediate the relationship between servant leadership and employee creativity because it creates a strong foundation for individuals to improve skills, knowledge, and attitudes that support creativity. Servant leadership focuses on empowering subordinates and developing their skills. Servant leadership creates conditions that support creativity by supporting individual growth and development. Employees who feel supported in personal development are likelier to try new ideas and innovate.

Research results supported by knowledge-based theory reveal that organizations are social entities that use and store internal knowledge, competencies, and capabilities that are vital for the company's survival, growth, and success (Hakanson, 2008). The theory emphasizes organizational needs for superior coordination and integration of learning by employees within the organization (Kogut & Zander, 1992)

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The organizational learning process can increase the efficiency of organizational and individual actions through creativity (Jeung, 2011). Santora (2013) considers that learning can increase innovation capabilities in learning organizations. Thus, when innovation is considered a process of knowledge production, utilization, and diffusion, creativity will become the flame of innovation. Previous research found that servant leadership positively and significantly affects organizational learning (Domínguez-Escrig et al., 2020; Goestjahjanti et al., 2022). Other research finds that organizational learning positively and significantly affects employee creativity (Hahn, 2015; Azma & Mostafapour, 2011; McCharen et al., 2011).

The results of this research are supported by previous research that shows that servant leadership has a positive and significant effect on employee creativity mediated by organizational learning (Sheikh et al., 2019; Zada et al., 2022). Servant leadership can positively influence employee creativity with organizational learning as a mediator. The active involvement of servant leaders in supporting individual development, providing emotional support, and creating an environment that supports learning and innovation, thereby contributing to increasing employee creativity

The Influence of Ethical Leadership on Employee Creativity Is Mediated by Organizational Learning.

Based on the results of the analysis of the influence of ethical leadership on employee creativity mediated by organizational learning, it found a significant and positive influence, so the research hypothesis which states that ethics has a significant and positive influence on employee creativity when mediated by organizational learning is sufficient evidence to be accepted. These findings show that the organizational learning variable plays a full mediating role in the relationship between ethical leadership and employee creativity.

The research shows that leadership moves subordinates by ethical standards, providing integrity, justice, and care. The application of ethical leadership by elements of the Southeast Sulawesi Province OPD leadership is an attitude and behavior that reflects moral values, integrity, and honesty in the work environment. By implementing leadership ethics, employees are encouraged to improve their abilities in the workplace, encourage innovation as part of the learning process, and are allowed to share knowledge with colleagues. In this way, employees are encouraged to continue improving their workplace abilities, organizations encourage innovation as part of the learning process, and employees are allowed to share knowledge with colleagues. In this way, it can allow employees to try new approaches and ideas in carrying out their duties, providing space for experimentation to stimulate creativity.

The research results show that leaders who practice ethical leadership adhere to moral principles and ethical standards in all aspects of their work. Applying ethical leadership by employees creates a work environment of integrity, fairness, and trust. It also creates a positive organizational culture where people feel respected and supported in their duties. Over time, these ethical attitudes and behaviors can influence other coworkers, creating a more ethical and competitive work environment. Ethical leadership encourages continuous (sustainable learning) learning in regional apparatus organizations (OPD) by ensuring that employees continue to develop their skills and knowledge and improve their ability to carry out tasks relevant to their work. It will encourage employee creativity to increase innovation, productivity, and the organization's ability to respond to developing challenges, allowing employees to try new approaches and ideas when carrying out their duties.

The research results are supported by social learning theory (Bandura, 1977) and Brown et al. (2005), which states that people learn through observing and imitating other people's behavior. The ethical leadership demonstrated by leaders can be a model for employees. If a leader displays ethics in their decisions and actions, employees are more likely to adopt those values. This can create an organizational culture that encourages ethics and integrity.

According to social learning theory, ethical leaders use normative and role modeling to prevent destructive behavior and practices and promote constructive learning (Brown et al., 2005). Usman and Hamed's (2017) research found that organizational leaders can increase constructive learning and prevent destructive learning by demonstrating fairness and accountability through their behavior and actions. Other studies, such as Karatepe et al. (2019), concluded that 1) the learning mechanisms offered by organizations present explanatory power in increasing employee creativity, and 2) the nature of organizational learning also exhibits explanatory power in employee creativity. In other words, an organization can increase creativity by planning numerous active, dynamic, and static organizational learning activities and offering relevant programs and cultivation plans. Previous research found that organizational learning positively and significantly affects employee creativity (Hahn, 2015; Azma & Mostafapour, 2011; McCharen et al., 2011).

CONCLUSIONS AND SUGGESTIONS

CONCLUSION

This research examines the influence of servant leadership and ethical leadership on employee creativity mediated by organizational learning in Southeast Sulawesi Provincial Government employees. Based on the results of the research and discussion, several conclusions can be put forward, including:

Servant leadership has a positive but insignificant effect on employee creativity. It shows that leaders who move their subordinates lovingly, have humility, have a vision, empower employees, and respect every employee will encourage employees to improve their abilities in finding new thoughts.

Ethical leadership has a positive but insignificant effect on employee creativity. It shows that applying leadership ethics encourages employees to think new thoughts when performing their duties.

Learning Organizations have a positive and significant effect on employee creativity. It shows that employees who feel the organization supports learning and change are more likely to create creative and innovative solutions in response to new challenges.

Servant leadership has a positive and significant effect on organizational learning. It shows that the application of Servant Leadership encourages OPD to take advantage of each employee's expertise to achieve a common goal, encouraging collaboration between team members.

Ethical leadership has a positive and significant effect on organizational learning. It shows that ethical leadership creates a safe and open work environment. In this atmosphere, members of the organization feel comfortable sharing ideas, giving input, and asking questions. It encourages an effective learning process.

Servant leadership positively and significantly affects employee creativity mediated by organizational learning. It shows that Servant Leadership encourages organizational learning by creating a work culture that supports experimentation, reflection, and personal development. Organizational learning can mediate the relationship between servant leadership and employee creativity because it creates a strong foundation for individuals to improve skills, knowledge, and attitudes that support creativity.

Ethical leadership positively and significantly affects employee creativity mediated by organizational learning. It shows that awareness of the importance of ethics in leadership will support effective organizational learning, and the growth of an innovation culture can create a work environment that promotes creativity and professional growth.

Suggestion

Based on the results of the analysis and discussion, several suggestions can be stated, among others:

For the elements of the OPD leadership, it is necessary to increase the application of leadership ethics because leaders who demean the heart encourage a more inclusive organizational culture and are willing to cooperate with their team members to achieve common goals.

For the elements of the OPD leadership, it is necessary to increase the application of integrity because leaders with integrity tend to act by moral and ethical values. It creates trust among team members, organizational partners, and the community, strengthening the credibility of leaders and organizations.

For OPD, it is necessary to increase the application of knowledge sharing because this can improve operational efficiency and productivity, and employees can utilize collective learning and understanding to complete tasks more effectively.

For OPD, it is necessary to increase the use of employee creative ideas because this helps choose the most relevant and valuable creative ideas or concepts to improve organizational performance.

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