

Reactualization of Employee Creative Behavior in Building the Image of Public Service

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Abstract. The results of this qualitative descriptive study explain the re-actualization of the creative behavior of employees in building the image of public services at the Tourism and Culture Office of Sinjai Regency. The theoretical implication of the re-actualization of human creative behavior – hereinafter referred to as creativity – at the individual level is the basis for developing group creativity in organizations or vice versa. Based on this understanding, the current locus and focus of creativity research are not only limited to the creative behavior of students in the locus of education or schooling, as understood so far but also includes the creativity of all humans in public, private (business) and non-profit organizations. In the study of organizational development, multi-level human creativity is the core (base) of knowledge-based organizational development, the essence, and orientation of the capacity-building program, as well as the basis for efforts to build a satisfying or even happy public service image, both for employees (public service providers). within the organization as well as for citizens or society (service recipients).

Keywords: Behavioral actualization, Creativity and Innovation, Public Services

1 Introduction

The implementation of the capacity-building program for public service providers [1], [2] that satisfies or makes citizens happy based on the creative-innovative behavior of the state civil apparatus (SCA) is an important and interesting research focus and locus. It is important because it can support the creation of core values as a new foundation for SCA, as the program launched by the President of the Republic of Indonesia [3] with the acronym BERAKHLAK (Berorientasi pelayanan/ Service Oriented, Akuntabel/ Accountable, Kompeten/ Competent, Harmonis/ Harmonious, Loyal/ Loyal, Adaptif/ Adaptive, Kolaboratif/ Collaborative). It is interesting because it is based on the results of Akib's research (2013) which reports that students' perceptions of public services at the Postgraduate Program Universitas Negeri Makassar are still low in terms of the quality of academic and student services provided by employees. In a broader context, several researchers [4]–[7]

indicated that the competence and performance of public bureaucracies based on creativity and innovation have low value because public service providers tend to be more oriented towards power rather than service, treating service users as service objects who need assistance and bureaucratic officials who are directly related to service users or community members who are

less able to respond to the dynamics that develop in the administration of public services. In other words, the focus of research on dissertation replication [8] and scientific orations [9] is still important and interesting to be actualized in supporting SCA capacity-building programs in Indonesia and regions today.

abilities but also need to always hone their potential for creativity and innovation that is owned to behave creatively-innovatively.

If we look closely at these signals and pay attention to the prescriptions offered, it requires seriousness for employees as creators and innovators in applying approaches, concepts, and theories of administrative science to create order, regulation, or public services that are not only satisfying but also make people (citizens) happy.

Employees (SCA or non-SCA) who want to continue to exist and be taken into account, besides needing to understand the nature and characteristics of the organization they work for, also need to better understand, develop and improve their competence and performance optimally and sustainably so that they are not considered "organizationally illiterate" [10]. Likewise, to successfully build a satisfying or happy public service image, both as individuals and (on behalf of) organizations, it is necessary to actualize their creative-innovative behavior so that they become

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valuable innovations for themselves and for other people or the organization where they work.

The creative behavior of employees (humans) as intended in this paper is one of the dimensions of the 4-P Creativity model, namely: Product, Process, Person (individual behavior, group behavior), Press (environment) creative, as the experts view. Therefore, this paper aims to explain the actualization of employees' creative behavior that satisfies or makes citizens who receive services happy or blissful service [11].

2 Methods

This qualitative descriptive study applies a phenomenological approach [12]– [14] to explain (re-actualization) the creative behavior of employees (state civil servants / SCA and Non- SCA) at the Tourism and Culture Office of Sinjai Regency. The description of the focus of the research is directed at creative behavior at the individual level (dexterity, initiative, tolerance, determination, attractiveness) and group creative behavior (coopetition, participatory, collaborative, collegiate, responsive) employees of the Tourism and Culture Office of Sinjai Regency. Data, information, and knowledge about the creative behavior of employees in multi-level (individual and group) were obtained through observations [15]– [17] of researchers on the attitudes, behavior, and speech of employees for seventeen days in three months of the research team in Sinjai Regency. Data and information were also obtained through in-depth interviews with some informants to obtain data and information on local government policies (regulations) implemented to support the development of creativity (products, processes, press/environment, person/creative behavior) of employees, both for SCA and Non-SCA employees. Researchers also explored documents regarding the Capacity Building program and the Continuing Professional Development (CPD) program that has been implemented so far to improve employee competencies based on creativity and innovation that are of value to themselves and others. The data analysis technique used is an interactive model [18] which begins with data collection using observation sheet instruments, online questionnaires (32 respondents), condensing data as needed to be processed, then presenting the data, information and knowledge collected. relevant for further analysis and conclusion.

3 Results and Discussion

The results of the analysis of individual creativity of the employees of the Tourism and Culture Office of Sinjai Regency which is discussed refer to the components of Kirton's creative behavior theory regarding the form of adaptive-innovative creative behavior of employees in the workplace and Amabile's creativity theory which explains individual characteristics and the work environment that contributes and influences individual creativity. Individual employee behavior is considered creative when observers or colleagues freely agree that

the behavior played looks new, different, appropriate, true, unique, or useful for the task at hand. The task is designed to stimulate and motivate employees to find creative ways of working beyond just completing work or solving problems according to procedures that have been determined by the steps of the process. In other words, the task is heuristic and not algorithmic, because heuristic creativity can be identified, learned, and used by most humans. The dimensions of individual creativity of employees are simplified into five indicators as follows.

Skill in doing work. Dexterity in the context of employee behavior is often interchanged with the accuracy that is seen through the thoroughness of employees in carrying out tasks. However, in the Bugis language it is also expressed by different terms, namely *makadidi* (careful) and *mapiri* (dexterous). On the other hand, the actions of people who are not careful at work are called *campabeang* (sloppy). The individual dexterity of the employee is to the expert [19]–[23] opinion regarding the characteristics of adaptive creative behavior, namely being able to work in a better way. (Kirton et al., (1992) state that the ability to do tasks "better", as a characteristic of adaptive creative behavior, is distinguished from the ability to do tasks "differently", as a characteristic of innovative creative behavior.

Initiative in solving problems. The initiative is the creative behavior of employees who can direct themselves, simplify work, and problems, and make appropriate solutions. Initiatives are used as one aspect of measuring employee personal performance to be promoted to higher positions or given greater responsibility. Initiatives as a form of proactive employee action are in line with Selby's et al., (2005) views on the nature of creative people who are "curious" and sensitive to the task environment (problems) they face. Employee initiatives are also in line with Firstenberg & Rubinstein's, (2014) view of the attributes of creative people who respect reality by trying to understand and interpret the benefits of tasks in a wider context. Thus, the word initiative in problem-solving does not only mean acting proactively, but also being curious and sensitive to all possible problems in the task environment, so that the alternative problem solving chosen can be understood and interpreted, and applied in a wider context.

Tolerance towards colleagues or others. Tolerance is the creative behavior of employees who are considerate and willing to accept disagreements, as well as trust and respect for colleagues and others. Intra- and inter-employee tolerance without prioritizing status or personal characteristics is more clearly seen in working together on tasks. Employees' tolerant behavior is enriched by self- confidence and mutual trust and respect for each other regardless of ethnicity, language, or region of origin. The employee's tolerant nature reinforces the views of creativity experts [19], [21], [24], [26], such as Himes about the characteristics of creative people who are flexible, open, and tolerant of ambiguity; West's (2000) view of the characteristics of creative people who are attracted to complexity and tolerant of ambiguity; Brolin's view of creative people

open to impressions; and Rubinstein and Firstenberg's views on the attributes of creative people who can assimilate opposites, tolerance for complexity, uncertainty, and conflict; as well as the views of these experts on tolerance based on self-confidence and what one does, whatever the result. That is, a person's tolerant nature is based on a strong sense of self-confidence as a form of self-tolerance. Self-tolerance is the basis for developing a tolerance for other people or parties.

Persistence in working with superiors. Persistence is the creative behavior of employees who are determined and enthusiastic in working and collaborating with superiors and other people (parties). Steadfast employees – in their work – adhere to the principle of *Resotemanggingi Naletai Pammase Dewata* (work that is tireless because they expect sustenance from God). The employee's steadfast behavior is to Anderson et al., (2014) opinion regarding the characteristics of creative people who have resilience, patience, commitment,

and high involvement in the activities carried out. Firmness is a characteristic of employees' creative behavior, in turn, forms courage and strong self-confidence in dealing with various people and situations, including working with their superiors.

Attractive to colleagues and customers. Attractiveness is the creative behavior of employees who can be responsible and show self-interest in serving the needs of others, as well as promoting the excellence of the services provided. Attractive behavior of employees in the eyes of colleagues can be seen in the form of daily work behavior, with physical and kinesic appearance, as well as uniforms worn. This physical appearance is enriched with attitudes and behaviors that respect others as "brothers" – *suressureng* (Bugis). Speech that binds togetherness is often expressed by the word "we" (Bugis-Makassarese: *Kita*). Attractive behavior of employees in the form of personal responsibility to please customers, in principle, wants to realize the characteristics of creative people according to Himes who are sensitive to the environment. In addition, it is implicitly in line with Brolin's opinion about creative people who are open to the impression by showing an extraverted and friendly nature to anyone they come into contact with, more specifically corporate customers.

Conceptually, the described employee behavior is a treasure trove of human resource development and organizational behavior in general and is practically part of the individual creativity identity of the employees of the Tourism and Culture Office of Sinjai Regency. This is in line with the opinion of experts regarding the characteristics of creative people. Amabile et al., (2018) describe the characteristics of people who are called creative as follows: sensitivity to the environment; flexibility, openness, curiosity, and selective; free assessment; tolerance for obscurity; mental flexibility. West identified the following characteristics of creative people: intellectual and artistic value, interest in complexity, concern for work and goal attainment, persistence, independent thinking, tolerance for ambiguity, autonomy, self-confidence, and readiness to take risks. Furthermore, according to Brolin, creative

people have characteristics: strong motivation, resilience, patience, intellectual curiosity, deep commitment, independence in thinking and acting, a strong desire to self-actualize, a strong sense of belonging, strong self-confidence, openness in making impressions., enjoy the complexity and uncertainty, high sensitivity, and high emotional involvement in the activities carried out. Then, the attributes of creative people according to Rubinstein and Firstenberg include a strong capacity for abstract thinking; ability to assimilate the opposite; high tolerance for complexity; respect for reality, and trying to provide interpretation in a wider context; tolerance for uncertainty,

ambivalence, and conflict; adventurous; enjoy an unplanned surprise; believe in yourself and what you do, whatever the result; happy to see the results of his labors; and optimistic and consider mistakes as a factual strategy.

The creative behavior of the employee group is actualized in the form of daily work behavior at the Sinjai Regency Tourism and Culture Office as follows. Cooperative in doing group assignments. Competitive behavior (hybrid competition and cooperative) is the character of a group of employees who work together based on developed healthy competition. Employees' cooperative behavior is manifested by doing new, unique, relevant, or useful work, along with the dynamics of tourism tasks and changes in the behavior of tourists and the people served. Creative group behavior in the form of healthy competition within groups and between groups that stimulate group or team cooperation strengthens Ma'arif and Tanjung's opinion about the competition that results in cooperation. This group phenomenon means that competition is not only a necessary precondition for increasing cooperation and group work performance of employees, but also competition within groups and between groups is a reflection of the dynamics of employee groups that are adaptive to the current situation and conditions.

Participative in problem-solving. Participatory behavior is the character of a group of employees that shows the participation of its members in the decision-making process and carries out the results of joint decisions. The concept of participation is manifested in group behavior which includes various activities, such as setting goals, solving problems, being involved in implementing decisions, joining committees, representation in decision making, and selecting new colleagues. Participatory behavior is to Nelson and Quick's opinion that the character of creative organizations is seen in the form of participatory decision-making and participatory leadership that encourages creative thinking.

Collaborative in collaborating intra and inter-group. Collaboration is the character of groups of employees who act based on teamwork. Group activity combines the abilities possessed and sharing an understanding of tasks with its members based on mutual trust and respect is a form of commitment-based collaborative behavior. The creative-collaborative behavior of the group of employees is built based on three individual orientations towards the group, namely loyalty, identification, and involvement. The keyword cooperation is highlighted to

understand collaborative behavior so that collaborative behavior can be interpreted as group cooperation behavior. Thus, it is in line with Sawyer's thinking about the role of collaboration in creative behavior and processes in situations and networks, as well as in the social and cultural context

of creativity. In this context, collaborative behavior that occurs is not only limited to groups, but also a collaboration between groups within the organization.

The collegiality of superiors and subordinates as group members. Collegiality is a form of friendship that is built between superiors and subordinates as partners or professional friends. Collegiality behavior that characterizes the vertical relationship between subordinates and superiors based on trust and respect is more evident when the group of employees is in the form of a team. The togetherness of the group of employees lasts because it is fostered by superiors based on honesty, authority, and exemplary that generates the following of subordinates. The collegiality behavior fostered by superiors is identical to the essence and orientation of the super leadership style (Manz & Sims, 2001) which gives birth to subordinates who can become leaders for themselves, their groups, and their organizations. In addition, confirming the popular definition of management that seeks to achieve goals through activities with other people; as well as following the objectives of knowledge management which set the conditions that allow the creation of knowledge. The employee's collegiality behavior confirms Ryhammar & Brolin's (1999) opinion that collegiality is built from a sense of solidarity to regard other people or employees as colleagues or friends. Collegiality behavior is easily developed in various ways such as eating and drinking together. The concept of eating or drinking together that is practiced by employees is a logical and natural action because humans both feel hunger and thirst so its fulfillment can be done by eating and drinking together. The technique of building a sense of solidarity through eating together is one of the best practices that characterize the collectivist spirit of employees at the Office of Tourism and Culture of Sinjai Regency. The habit of eating and drinking together is considered tacit knowledge that binds the Bugis-Makassarese together.

Responsiveness to meeting the needs of stakeholders. Responsive behavior is the character of a group of employees who understand and provide for the needs of members and customers. The Bugis society's philosophy of life, Sipatuo- Sipatokkong is manifested through the creative behavior of a group of employees who respect individuals with the principle that "everyone is not only a number but must be taken into account. In the Bugis-Makassarese language, it is called sipakatau (mutual respect for fellow human beings). Every employee in the group is recognized and appreciated because the principle of humanizing humans in the workplace is as important as the material compensation provided so that employees are not treated as machines. Respect for individuals is more meaningful when employees serve guests or other people in a friendly manner.

The five forms of creative behavior of the employee group are the basis for organizational development and

become the treasures of human resource management, as well as organizational behavior. Practically, this creative behavior is part of the creative identity of the group of employees of the Tourism and Culture Office of Sinjai Regency, in the form of collegiate, collaborative, participatory, cooperative, and responsive behavior. Thus, Boon's suggestion which requires efforts to transfer the concept of creativity into organizational behavior.

According to Akib (2005, 2011) that the "theoretical" implication of the re-actualization of human creative behavior - hereinafter referred to as creativity - at the individual level is the basis for developing group creativity in organizations or vice versa. Based on the results of this study, the locus and focus of creativity research are currently not only limited to the creative behavior of students in the context of education or schooling, as understood and researched so far [8], [31]– [34], but also includes the creation of all human beings. in public, private (business) and non-profit organizations, as the results of research from experts [9], [27], [35]– [39], including the locus of this research regarding the creative behavior of the State Civil Apparatus (ASN) in support public services at the Tourism and Culture Office of Sinjai Regency.

In organizational development studies, it is understood that multi-level human creativity is the core (base) of knowledge-based organizational development (Akib, 2003, 2016) and the essence and orientation of capacity building [40]– [42] as well as being the basis for efforts to build a happy public service image for both employees (public service providers) in the organization as well as for citizens or the community (service recipients).

Creative behavior (creativity) of humans, including in this study the creative behavior of employees at the Tourism and Culture Office of Sinjai Regency, Indonesia, can be analogized as the first principle of Pancasila in the 4-P creativity approach or model, because creative behavior is an umbrella, illuminates and becomes the basis for the development of three Other P – product, process, and creative press or environment. In addition, individual and group creative behavior can be modeled based on its form and purpose in the organization, namely creative behavior in (i) tasks being done, (ii) in solving problems, (iii) cooperation with colleagues, (iv) horizontal-vertical relationships – fellow leaders/supervisors, superiors with subordinates, and fellow followers/subordinates, (v) dealing with other people or organizational stakeholders. The maps and forms of creativity according to the results of Akib's dissertation research (2005) forms a prototype or prototype of the "Star of Creativity" model.

The creativity star as a prototype 'descriptive model' illustrates the focus of the multi-level study of creativity, because creativity occurs individually and in groups, even on an organizational level. Competitive group creative behavior is characterized by the dexterity and tenacity of individual group members at work; The creative behavior of the participatory group in solving problems is supported by the initiative of the individuals who are involved in it; Collaborative group creative behavior is based on tolerant individuals (solidier) to

colleagues and others; Collegial group creative behavior is supported by individuals who have determination, independence, and courage; Creative group behavior that is responsive to groups or stakeholders is based on the attractive ability of individuals who are sensitive and respectful to other people and the organizational environment [8], [9].

4 Conclusion

The creative behavior (creativity) of employees in a multi-level (individual and group) manner supports improving the quality and positive image of public services at the Tourism and Culture Office of Sinjai Regency. The creative behavior of employees at the individual level (dexterity, initiative, tolerance, persistence, attractiveness) is the basis for developing group creativity (co-opetition, participatory, collaborative, collegiate, responsive) within the organization, or vice versa. Creative behavior, hereinafter referred to as multi-level human creativity, is the core (base) of knowledge-based organizational development, the essence, and orientation of the capacity-building program, as well as the basis for efforts to build a satisfying or happy public service image, both employees (public service providers) and for citizens or communities receiving services from the Tourism and Culture Office of Sinjai Regency. Therefore, it is hoped that capacity-building programs will be encouraged through sustainable professional development based on creativity and innovations that are of value to the public.

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