



Employee Idea Generation: Does Religiosity Matter? Three-Way Interaction Between Religiosity, Servant Leadership, And Talent Management

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Abstract. Generating ideas is part of creativity to innovate. Innovation is very crucial in today's business world. Therefore, this research contributes by including religiosity, which interacts with two other factors, namely servant leadership (SL) and talent management, which influence the generation of employee ideas. Chain referral system sampling was carried out to obtain a sample size of 346 respondents who were employees spread across Indonesia. Data were analyzed using PROCESS Macro Hayes for moderated regression analysis. The moderation test shows that religiosity is a boundary condition for the interaction between talent management and SL on idea generation. In addition, Talent Management is a boundary condition for SL's relationship with idea generation. Employees who increasingly perceive talent management as being implemented well strengthen the influence of service leadership in increasing the generation of employee ideas. Furthermore, the influence of this impact will be stronger for less religious individuals than those who are more religious. Companies should balance spirituality in the workplace, talent development programs, and practice servant leadership to get maximum results in stimulating employee idea generation.

Keywords: *Idea generation, Religiosity, Servant leadership, Talent management.*

1 Introduction

Technological development is the result of innovation. Apart from technology, all the advances currently experienced result from new ideas. Humans will continue to try to survive and make life more comfortable as creatures who can adapt. Hence, survival requires continuously producing new ideas to innovate in all aspects of life (Lee & Trimi, 2018).

When a company wants to increase innovation, it is necessary to increase its human resources' creativity. In their research, Perry-Smith and Manucci (2017) explained that the formation of creativity leads to individual innovation through four stages in the idea journey, and the earliest is idea generation. So, generating ideas is essential in the process of creativity towards innovation. Following the theory of creativity from Amabile (1988), the formation of innovation or an organization full of innovation is an organization that implements creative ideas. Amabile (1996) further revealed that the factors that form creativity come from within the individual, such as motivation, and external factors, such as organization and leadership.

Meta-analysis research (Lee et al., 2020) and a systematic review conducted by Hughes et al. (2018) confirm that leadership style influences creativity-innovation at the individual, team, and organizational levels. The influence of the SL leadership style on employee creativity and innovation behavior exceeds the influence of transformational, authentic, and ethical leadership (Lee et al., 2019). Innovation behavior is fostered by leaders who display service, starting with the formation of idea generation (Lan et al., 2021). This statement strengthens that SL will shape employee idea generation.

The formation of idea generation through SL is in line with and strengthened by the componential theory of creativity, which explains that the external environment, such as the workplace environment, will interact with factors within the individual and will shape the

creation of creative ideas leading to innovation (Amabile, 2011). Likewise, external factors such as management practices implemented in the organization will influence whether individuals are intrinsically motivated to produce works and ideas, which is the process of forming innovation in the organization (Amabile, 1996). Management practices such as talent management and leadership will increase the creation of ideas, creativity, and innovative behavior (Lee et al., 2020).

Conforming the explanation relationship between leadership, the external environment such as organizational support and management practices, and also individual factors inherent in a person, it is necessary to find out the relationship more deeply by referring to the appropriate boundary conditions, especially the boundary conditions of the influence of SL on work output and employees (Lee et al., 2019). Therefore, to bridge this gap, we propose boundary conditions by including two variables: talent management and religiosity.

We propose talent management as the first boundary condition. Talent management considered a high-performance practice, will focus the company on creating a climate that supports employee creativity (Ingram, 2016). Furthermore, applying talent management in organizations will increase employee creativity (Jehangir, 2018; Othman & Khalil, 2020). Consequently, Othman and Khalil (2018) stated that talent management alone cannot increase creativity. So, this statement illustrates that TM influences creativity through mediating or interacting with other factors, such as leadership (Jia et al., 2022) and individual factors (Shahi et al., 2020).

Future research should include elements of spirituality when discussing talent management, which is linked to the formation of creativity (Shikweni et al., 2018). The researchers included individual factors, namely religiosity, as the second boundary condition to align and reinforce that statement. Several studies that relate religiosity to creativity and innovation prove that religiosity hinders creativity and innovation (Krause et al., 2021; Usman et al., 2023). Meanwhile, several other studies show a positive relationship between religiosity and creativity and innovation (Beta & Ali, 2017; Sari et al., 2022; Shafariah & Sari, 2022). Research by Liu et al. (2018) revealed that nationally, countries with Protestant and Catholic religions have a positive relationship to creativity, while Islamic countries have a negative one. The different results regarding the relationship between religiosity and creativity or innovation suggest that religiosity is a moderating variable. So, this research proposes that religiosity moderates talent management and, subsequently, talent management moderates SL-idea generation. So, the research aims to test three interactions of factors that influence employee idea generation.

2 Hypothesis Development

2.1 Idea Generation

The discussion regarding idea generation will relate to innovative behavior. Idea generation is part of innovative behavior (Lee & Trimi, 2018). As Lukes and Stephan (2017) mentioned, conforming defines innovative behavior as employees who generate new ideas, adopt them, and then implement them. The connection between idea generation and creativity is more comprehensible based on the explanation by Perry-Smith and Manucci (2017) that the creativity process leading to innovative behavior goes through four stages: idea generation, idea elaboration, selecting the best idea, and finally, implementing the selected idea. Therefore, discussing idea generation will closely relate to creativity and innovative behavior.

2.2 Servant Leadership

With meta-analysis research, Hughes et al. (2018) and Lee et al. (2020) revealed that leadership plays a significant role in influencing employee creativity and innovative behavior. Lee et al. (2019) stated that service leadership has a greater influence on employee output than other types of leadership. These results align with several other studies that found that SL leadership increases creativity (Aboramadan, 2021; Chen et al., 2022) and employees' innovative behavior (Karatepe et al., 2020).

The SL leadership process can increase employee creativity because SL can increase engagement (Aboramadan et al., 2022), trust in employees (Khan et al., 2021), employee self-confidence (Zainal & Lata, 2021), sense of security, and thriving (Sugiono et al., 2023) employees which leads to increased creativity and innovative behavior. With increased feelings of empowerment by SL leaders, employee generation ideas become more enlightened,

increasing innovation behavior (Faraz et al., 2019). The formation of creativity is often differentiated into two parts, namely idea generation and commercializing ideas, especially in the marketing field, and the role of leaders is crucial (Amabile & Khaire, 2008). The formation of idea generation among marketing employees is an essential step responsible for creativity, and this is driven by leadership that applies the SL style (Zarei et al., 2022). Therefore, SL leadership will influence the generation of employee ideas.

H1: Servant leadership has an impact on idea generation.

2.3 Talent Management

Talent management has become very popular, starting with the publication of Michaels et al. (2001) "The War of Talent." The emergence of this publication has made the discussion of talent management a concern for human resource management as a strategy over the last two decades (Yener et al., 2017). The interest in discussing talent management is increasingly triggered by the issue of scarcity of unique, talented human resources (Hongal & Kinange, 2020; Kaliannan et al., 2023; Kwon & Jang, 2022).

Even though research on talent management is a popular topic, the definition of talent management is still much debated (Kwon & Jang, 2022) because this is based on the author's point of view (Lewis & Heckman, 2006). Furthermore, Lewis and Heckman (2006) put forward three definitions often used in talent management research: talent management as a human resource management practice. Second, Talent management is a place for talented employees to continue succession and place them in future positions. The third talent management is defined as talent itself without having to look at the final position, but a talented person is given different awards even from the start. Therefore, a precise definition requires empirical proof to see the effectiveness of TM (Kwon & Jang, 2022).

Talent management is believed to provide good results for business continuity, including increasing creativity (Jehangir, 2018; Kaleem, 2019) and employee innovation behavior (Khaki et al., 2017; Nofrita et al., 2020). Although previous research has examined the relationship between talent management and employee creativity and innovation behavior, this relationship needs to be clarified, especially concerning employee idea generation. Meanwhile, it is known that idea generation is the initial stage of innovation (O'Reilly & Binns, 2019). Therefore, this research bridges this problem by finding that talent management influences employee idea generation.

H2: Talent management has an impact on idea generation.

Following the componential theory of creativity, employee creativity and innovative behavior cannot be formed with just one factor; there needs to be mediation, moderation, or both (Jia et al., 2022). Research related to this includes research by Odugbesan et al. (2023), who stated that talent management promoted by green talent management can influence employee innovative behavior, moderated and strengthened by applying transformational leadership styles and artificial intelligence. In line with the research results of Jia et al. (2022), they revealed that implementing inclusive leadership moderates the relationship between talent management and group creativity. So, we put forward the following hypothesis:

H3: Talent management moderates the relationship between servant leadership and idea generation such that the positive effect of servant leadership on idea generation will become stronger as talent management increases.

2.4 Religiosity as A Contingent Factor

We included religiosity as a three-way interaction factor to bridge the gap in leadership-related creativity research. Religiosity is a boundary condition that will limit the interaction of talent management with SL leadership. This assumption is based on the influence of a person's religiosity on a person's level of creativity, either weakening or strengthening (Krause et al., 2021; Liu et al., 2018; Sari et al., 2022; Shafariah & Sari, 2022).

H4: There is a three-way interaction effect of servant leadership, talent management, and religiosity on idea generation.

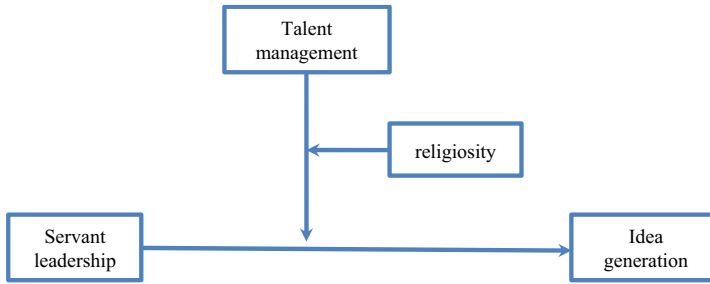


Fig 1. Research framework
Source: Author work

3 Data and Methodology

3.1 Population and Sample

We selected respondents for this research using a chain referral sampling system. First, the researcher contacted 42 colleagues who worked from several institutions to assist in the data collection process. Then, from these 42 colleagues, the questionnaire was distributed to several other employee acquaintances. The questionnaire was created via Google Forms and distributed via WhatsApp and email. This data collection was carried out from January 2023 to July 2023, which was carried out in two stages. The first stage was distributed to fill in the leadership and creativity variables. The second stage was to collect data on talent management and religiosity variables. Were 403 forms filled out, but 346 were filled up to the second stage, so the response rate was 86%. The characteristics of the respondents can be seen in Table 1.

Table 1. Characteristic of respondent

Variable	Classification	Respondents	
		N	%
Gender	Male	112	32,4%
	Female	234	67,6%
Degree	High School	112	32.4%
	Undergraduate (Diploma)	50	14.5%
	Bachelor	144	41.6%
	Master	40	11.5%
Age	21-25	75	21.7%
	26-30	96	27.7%
	31-35	84	24.3%
	36-40	14	04.1%
	41-45	35	10.1%
	46-50	16	04.6%
>51	26	07.5%	

Source: Authors work

3.2 Method: Measurement & Analysis

The four variables in this study were measured using scales validated from previous research. However, we retested for validity and reliability due to differences in the language used with the original scale. The SL variable was measured with the 7-item short version of Liden's SL7 (Liden et al., 2015). The talent management measure was adapted from the development scale of Jayaraman et al. (2018) by taking nine statements that are part of two dimensions: critical position and development. Idea generation with four items derived from research by De Clercq & Belausteguigoitia (2019). Finally, the measurement for religiosity is a modification of the scale developed by Mohd Dali et al. (2018) with eight statement items from two dimensions: commitment and devotion to worship. All statement items in this research questionnaire use a Likert scale of 1 to 7. A brand's image is a perception that is created through time, is largely consistent, and lasts a long period. Therefore, the Service Quality received by consumers will have an impact on brand image, if the service quality is good, then the brand image will also be good

Hypothesis testing used stepwise regression analysis for models 1 and 2 using SPSS

26 tools. Then, we continued with moderation on models 3 and 4 with the help of PROCESS v3.5, running moderation models no. 1 and no. 3.

4 Result and Findings

4.1 Common Method Testing Bias

Because this research uses a self-rating questionnaire, there is a possibility of bias in the respondents' answers (Podsakof et al., 2003). Therefore, it is necessary to carry out tests to show that the bias in respondents' answers is not a crucial bias that influences the interpretation of the results (Podsakof et al., 2003; Tehseen et al., 2017). Conforming to the results of the single Harman factor test, twenty-seven unique factors, accounting for 75.68% of the total variance, were identified by the Principal component analysis (PCA) result. Only 38% of the data variation was captured by the first unrotated factor. Because no single component appeared and the first factor did not account for the majority of the variance, the two underlying assumptions were not met. These findings suggested that CMV was not a problem in this investigation.

Table 2. Cronbach α

Variable	Factor	KMO	Cronbach α
Servant leadership (SL)	0.77-0.91	0.894	0.942
Talent Management (TM)	0.81-0.92	0.805	0.881
Religiosity	0.65-0.86	0.884	0.896
Generating Idea	0.64-0.89	0.779	0.824

Source: Data processed by author

Table 2 shows the Cronbach's α value for each variable above 0.7, following the cut-off requirements recommended by Hair et al. (2009), which means the variable meets its internal consistency. Moreover, factor analysis testing shows that each item has a factor value above 0.5 under the recommendations of Hair et al. (2009), then each item is declared feasible.

4.2 Descriptive and Correlation

The correlation results presented in Table 3 show that the variables SL, talent management, and religiosity strongly correlate with idea generation. Meanwhile, control variables such as gender, degree, and age do not significantly correlate with idea generation.

Table 3. Mean, SD, and Correlation

variable	mean	SD	gender	Degree	Age	SL	TM	REL
Gender	1,71	0,457	1					
Degree	2,28	1,010	0,016	1				
Age	30,90	7,329	-0,335**	0,244**	1			
SL	4,89	1,543	-0,126*	0,025	0,110*	1		
TM	4,47	1,588	-0,045	0,132*	0,097*	0,809**	1	
REL	6,15	0,949	-0,079	0,025	-0,056	0,107*	0,145**	1
GI	5,01	1,157	-0,118	-0,039	-0,073	0,349**	0,329**	0,396**

*p-value<0.05, **p-value<0.01

Source: Data processed by author

4.3 Hypothesis Testing

The data processing results can be seen in the model's movement, showing that the F value is getting higher and the R-sq value is also increasing. Model 4 (table 4) shows the highest F value of 19.075, supported by an R-sq value of 0.362. It shows that the final model, namely the fourth model, which shows the three-way interaction model, is the most suitable for explaining the influence on employee idea generation. This three-way interaction model can explain the determining variance for employee idea generation of 36.2%.

Hypothesis 1 is supported. It states that servant leadership impacts idea generation. It can be seen in Table 4 in the fourth model that SL still has a direct effect with a p-value of 0.01 on employee idea generation. In model 2, when SL was first entered, its effect on idea generation was significantly positive. In model 3, SL had a significant positive effect on idea generation when the first interaction was included. It reinforces that employee idea generation is influenced by leaders who demonstrate service.

Testing the relationship between talent management and idea generation shows that model 2 has a significant effect. But when entering the interaction in model 3, it becomes insignificant. Furthermore, in model 4, including religiosity and the interaction of religiosity,

the effect of talent management on idea generation is again not significant. So, **hypothesis 2** is not supported. By referring to model 4, which reflects the overall model proposed in this research, talent management can not directly influence idea generation when there are other variables. These findings show that when there are other factors, the position of talent management changes, and talent management factors are not directly determinant of employee idea generation.

Table 4. Hypothesis test

Predictor	Model 1		Model 2		Model 3		Model 4	
	β	se	β	se	β	se	β	se
Constant	6,330	,432	5,067	,446	6,322	,390	6,059	,365
Gender	-,405**	,144	-,339*	,136	-,313*	,130	-,205	,120
Degree	-,007	,063	-,032	,060	-,130*	,060	-,148*	,057
Age	-,020*	,009	-,024**	,009	-,025**	,008	-,019*	,008
Servant leadership			,159*	,065	,390**	,074	,378**	,069
Talent management			,123	,063	,028	,063	-,017	,059
SL*TM (Int 1)					,156**	,028	,141**	,026
Religiosity							,664**	,086
SL*Rel (Int 2)							-,206*	,087
TM*Rel (Int 3)							,106	,081
SL*TM*Rel (Int 4)							-,151**	,033**
R-sq	0.020		0.145		0.230		0.362	
F	3.308*		12.740*		16.910*		19.075**	

*p-value<0.05, **p-value<0.01

Source: Data processed by author

Talent management moderated in the relationship between SL and employee Idea generation is the statement in **hypothesis 3**, supported. These results are shown in model 3 and model 4, which are shown in Table 4. In Model 3, without including the religiosity variables and their interactions, high-talent management will strengthen the influence of SL on employee idea generation. Likewise, in model 4, high-talent management will further strengthen the influence of SL on idea generation. In conclusion, before and after the presence of religiosity and the interaction of religiosity, the interaction of talent management and SL is still significant at the same level, namely 0.01, and in a positive direction. When employees perceive that the organization is implementing talent management better, the influence of SL will be more assertive in idea generation.

The overall model to fill the gap by including the religiosity variable for three-way interaction is supported. **Hypothesis 4** is supported. This support is seen in model 4, with a negative direction where the beta value is -.151 and the p-value is <0.01. The more religious a person is, the weaker the influence of talent management will be in strengthening the influence of SL on employee idea generation. Nevertheless, it can be seen in addition that religiosity directly influences the generation of ideas in a positive direction. This outcome shows that the more religious an employee is, the higher the employee's idea generation. However, this is the opposite when interacting with talent management, which interacts with SL. The more religious the employee, the influence of talent management perception will decrease and reduce the influence of SL on employee idea generation.

4.4 Discussion

These results affirm servant leadership with characteristics such as taking risks, empowering employees, providing leeway, and having capability in context skills that will inspire subordinates and further generate their ideas (Faraz et al., 2019). This ability to generate ideas

is part of innovative work behavior, and SL can make subordinates trust them, making subordinates increasingly able to craft jobs and generate their ideas (Khan et al., 2021).

Talent management is a system implemented at the organizational level; this is commensurate with the culture implemented by the organization. A culture focusing more on talent management is part of the system launched in talent management. Such as the formation of a team creativity climate that influences team creativity is part of implementing talent management (Ghosh et al., 2023). Just like implementing high-performance HR practices, looking at talent is essential to continue developing.

The interaction between talent management and SL on idea generation confirms that talent management alone cannot influence idea generation. However, when combined with SL, talent management, which is perceived by employees as being implemented well, will further strengthen SL in forming idea generation. These findings reinforce what has been stated by Othman and Khalil (2018) that the influence of talent management, together with other factors, contributes more to creativity than when alone. Likewise, these results support previous research regarding the interaction of leadership with talent management in creativity and innovation.

Religiosity as a boundary condition on the influence of interaction between SL and talent management on employee idea generation is weakening. This weakening effect is because religiosity moderates SL in a negative direction. Meanwhile, when interacting with only talent management, religiosity is positive but not significant. The more religious person will reduce anxiety, increasing employee innovative behavior (Beta & Ali, 2017). Apart from that, the direct influence of religiosity on idea generation has a positive and significant direction (Sari et al., 2022; Shafariah & Sari, 2022). Therefore, this weakening effect is connected to the weakening effect of SL on employee idea generation.

The influence of SL on employee idea generation will be more substantial for less religious employees. Furthermore, the less religious the employee is, but the higher the talent management, the stronger the influence of SL will be on the employee's idea generation. This outcome revealed that less religious individuals need servant leadership more in generating ideas. It is based on SL's effect on idea generation, which is more substantial when an individual is less religious.

5 Conclusion

5.1 Conclusion

SL directly influences increased employee idea generation. Talent management does not directly influence idea generation when SL and religiosity are present. Employees who view the organization as implementing talent management well will strengthen SL improvement in increasing idea generation. Furthermore, idea generation will increase more among employees who are less religious than those who are more religious when looking at management talent and stronger SL.

5.2 Research implication

Companies should implement and train the availability of servant leaders. They are, likewise, paying attention to spiritual formation in the workplace and paying attention to increased religiosity. Hence, SL and religiosity are determining factors that directly and positively influence increasing idea generation. Companies need to implement talent management well, and this is also adjusted and aligned with religiosity to get an optimal combined influence.

Increasing religiosity will directly increase the generation of ideas, but implementing good talent management combined with SL will increase idea generation for less religious employees. So, both provide benefits for companies when implementing both. For religious individuals, increasing ideas does not need to involve other factors, but SL is needed as a catalyst for those who are less religious.

5.3 Limitation of Research and Suggestion

The three-way interaction effect shows a negative direction, while the direct influence of religiosity on idea generation is a positive direction. Therefore, it certainly needs to be studied in more depth. In this research, there is no distinction between one religion and another. Meanwhile, the respondents' religions were divided into Islam, Protestant, and Catholic. Therefore, future research can use longitudinal or experimental research designs to study this religiosity interaction more deeply.

The results show variations in the control variables: gender, degree, and age in

several models showing a significant influence. However, looking at the correlation it shows that there is no relationship between the three control variables and idea generation. Thus, it shows that the control variables do not directly predict idea generation. However, this allows for relation with other variables studied, such as SL, talent management, and religiosity. Therefore, it is possible that gender, degree, and age moderate SL, talent management, and religiosity. Therefore, future research can examine this relationship. This concern aligns with the meta-analysis research of Lee et al. (2019), which shows that gender influences several variable relationships that influence employee creativity and innovative behavior.

Data collection with chain referrals may have a sampling bias. Future research should use probability sampling to strengthen the results of this research. Likewise, the sectors targeted in this research are all sectors. So, sector specificity is a limitation in this research.

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