

INTISARI

Penelitian ini mengusulkan kepemimpinan paradoksial sebagai pendekatan alternatif untuk mengelola dualitas antara kebutuhan pengikut dan struktural yang melekat dalam perilaku kerja inovatif. Dengan mengintegrasikan teori paradoks, teori kognitif sosial, dan teori pertukaran sosial, penelitian ini mengembangkan model untuk menguji mekanisme pengaruh kepemimpinan paradoksial terhadap perilaku kerja inovatif melalui interaksi antara efikasi diri kreatif, kompleksitas integratif, dan dukungan organisasional persepsian. Survei dilakukan terhadap 254 karyawan sektor formal di Indonesia, mencakup organisasi swasta, publik, dan BUMN, dengan analisis menggunakan *Structural Equation Modelling* (SEM) melalui SmartPLS 4. Hasil analisis menunjukkan bahwa kepemimpinan paradoksial berpengaruh positif terhadap perilaku kerja inovatif, dengan efikasi diri kreatif memediasi parsial hubungan tersebut. Kompleksitas integratif tidak terbukti memoderasi pengaruh kepemimpinan paradoksial terhadap efikasi diri kreatif, sedangkan dukungan organisasional persepsian terbukti memoderasi pengaruh efikasi diri kreatif terhadap perilaku kerja inovatif. Secara teoretis, temuan ini memperkuat relevansi teori paradoks, teori kognitif sosial, dan teori pertukaran sosial dalam menjelaskan interaksi antara faktor psikologis, dan kontekstual organisasi yang memengaruhi efektivitas kepemimpinan paradoksial dalam mendorong perilaku kerja inovatif. Secara praktis, hasil penelitian ini memberikan rekomendasi bagi organisasi untuk mengadopsi gaya kepemimpinan paradoksial untuk meningkatkan kreativitas dan mendorong perilaku kerja inovatif karyawan, serta mendesain sistem organisasi yang mendukung dan menghargai upaya inovasi karyawan.

Kata Kunci: Kepemimpinan Paradoksial, Perilaku Kerja Inovatif, Efikasi Diri Kreatif, Kompleksitas Integratif, Dukungan Organisasional Persepsian.

ABSTRACT

This study proposes that organizations adopt paradoxical leadership to manage organizational and individual demands inherent in innovative work behavior. Integrating paradox theory, social cognitive theory, and social learning theory, this study develops a model of how paradoxical leadership impacts innovative work behavior through the interaction between creative self-efficacy, integrative complexity, and perceived organizational support. Survey was conducted among individuals employed in formal sector organizations, including private, public, and state-owned enterprises in Indonesia. A total of 254 responses were collected and analyzed using Structural Equation Modeling (SEM). The findings indicate that paradoxical leadership fosters innovative work behavior, both directly and indirectly through creative self-efficacy. However, integrative complexity did not moderate the relationship between paradoxical leadership and creative self-efficacy. Finally, perceived organizational support was found to strengthen the link between creative self-efficacy and innovative work behavior. Overall, this study reinforces the relevance of paradoxical leadership in navigating the inherent tensions between individual and structural demands in innovative work behavior, while highlighting the potential roles of cognitive, psychological, and organizational contextual factors in moderating and enabling this relationship. The findings encourage leaders to adopt a paradoxical leadership style to strengthen employees' creative self-efficacy and innovation, supported by organizational systems that value and reward innovative efforts of the employee.

Keywords: Paradoxical Leadership, Innovative Work Behavior, Creative Self-Efficacy, Integrative Complexity, Perceived Organizational Support