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How does leadership style influence creative employee performance?

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Abstract

The Indonesian dairy industry has minimal employee creativity. Many organizations do not pay attention to the fundamental capacity to encourage the creation of employee creative performance according to corporate strategy. The purpose of this study is to examine and analyze the influence of transformational leadership, creative self-efficacy, and organizational citizenship behavior on employee creative performance, with innovative work behavior and innovative climate as mediators in the dairy industry in Indonesia. This study involved 420 permanent employees in dairy industry companies. This study used primary data reinforced with confirmed secondary data. An interesting contribution of this study is the development of employee creative performance, proposing a model and conceptual framework for improving employee creative performance in the dairy industry. The results of the hypothesis test concluded that all relationships between variables were accepted, while the variables that were not accepted were: Transformational Leadership and organizational citizenship behavior, employee creative performance, and innovative climate, which did not moderate innovative work behavior to employees' creative performance. The author offers a new model, the neo-configuration of an employee creative performance model. This model explains the role of innovative work behavior as a mediator of the factors that form employee creative performance and innovative climate as a moderator in dairy industry companies in Indonesia.

Keywords: Creative self-efficacy, employee creative performance, innovative climate, innovative work behavior, organizational citizenship behavior, and transformational leadership.

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1. Introduction

As an industry in a country, the manufacturing industry is considered the backbone of the economy and significantly contributes to the country's GDP [1]. As part of the manufacturing industry, the fresh milk processing industry, the fresh industry is expected to experience a significant increase by 2030 in various parts of the world, and the data above show a congruent increase in consumption of fresh milk-based products and their derivatives, with the largest portion of by-products produced from fresh milk. Furthermore, according to the OECD [2], per capita milk consumption is expected to increase by 1.5% (5.4 kg) in low and low-income countries. Most milk production is consumed in the form of fresh milk products, which are unprocessed or only slightly processed (i.e., pasteurized or fermented), and their share in world consumption is expected to increase over the next decade. Both are predicted to continue increasing significantly by 2030 in various parts of the world. This opportunity needs to be captured intelligently by fresh milk processing industries to create a competitive advantage that leads companies to win.

Arla Foods, a manufacturing company engaged in milk processing, has encouraged employee initiatives that are expected to stimulate innovative work behavior to foster new business ideas. In 2019, Arla Foods succeeded in creating 'Supercooling' technology that allows fresh milk products to travel long distances by ship. This technology is very useful for Arla Foods, which is engaged in the milk processing industry, as it enables the company to capture new global growth opportunities and create a competitive advantage. Other companies, such as Greater Lincolnshire, also encourage employee creativity in creating food processing automation technology that supports the decarbonization of the food sector by optimizing efficiency and energy recovery. Local Enterprise Partnership (LEP) companies also seek to encourage employee and partner creativity to reduce the global environmental impact of animal products. This company collaborates with partners to realize innovation aimed at reducing global warming by providing a home for an environmentally friendly and rapidly growing animal health ecosystem. This demonstrates the importance of HR creativity in the industry.

Creativity enables organizations to become market leaders in their fields based on increased efficiency in offering solutions to consumer problems [2]. However, many organizations lack this fundamental capacity, which drives the failure of organizations to build a culture where creativity is given top priority, because organizations do not become creative just by hiring creative people, but rather by creating a creative culture [3]. Innovative ideas are essential for organizational survival and success. Intense competition in the digital era drives rapid change, requiring companies to innovate to survive and be competitive [4-6]. This is reinforced by research showing that innovation has a positive effect on organizational performance [7]. Many organizations have begun to consider human resources as valuable intangible assets, which, if invested properly, can generate and drive innovation [8]. Employee creative performance can enable organizations to increase their competitive advantage for organizational development, innovation, survival, and long-term achievement [9].

Differences in the results (gaps) from previous studies and the factors that influence employee performance are not entirely clear. Hu et al. [11], Jiang et al. [12], and Ogbeibu et al. [13] showed a positive and significant relationship between transformational leadership and employees' creative performance. However, there are differences in the research results presented by Purwanto et al. [14] and Novitasari and Asbari [15], who show that transformational leadership has no relationship with employee performance. Nwanzu and Babalola [10] explained that Creative Self-Efficacy has an effect on employees' creative performance and is supported by Christensen-Salem, et al. [11]; Shaheen, et al. [12]; Thuan [13] and Tian, et al. [14] who explained that individual Creative Self-Efficacy has an important relationship with the sustainable performance of employees of an organization. On the other hand, Meinel et al. [21] found conflicting results, where Creative Self-Efficacy had no influence on employees' creative performance. Reizer and Siegrist [15] explained that citizenship behavior has a positive influence on employees' creative performance. The finding was reinforced by Anwar et al. [23]. The results of their research showed that organizational citizenship behavior has a strong impact on employee performance. On the other hand, Rita et al. [24] obtained different results, in which citizenship behavior did not have a significant effect on employee performance. Leaders have an impact on employee behavior through role models and guidance, so that employees do not have creativity and innovation in their performance. Furthermore, Masood and Afsar [16] and Khaola and Coldwell [17] proposed a relationship between Creative Self-Efficacy, organizational citizenship behavior, and innovative work behavior, which impacts employee performance in the sense that employees who are attached to the organization have a spirit of citizenship and self-confidence as supporters.

For decades, many researchers have studied the determinants of organizational performance [18]. These researchers asserted that leadership, work groups, work climate, individual differences, job characteristics and demands, personality, and values are significantly related to employee performance. Among all predictors of employee performance, leadership plays a significant role in enhancing employee innovation. Empirical studies have found that psychological empowerment can drive innovative behavior. Psychological empowerment is multidimensional; therefore, it is necessary to examine the relationship between individual dimensions and innovative behavior. The innovative work behavior contributes to organizational effectiveness because the impact of Human resources management practices can be different for each employee. In addition, cultural differences can cause differences in the effectiveness of innovative behavior. Afsar and Umrani [19] examined the variables of motivation to learn, team member exchange, task complexity, and Innovation Climate as factors that influence employee innovation performance. Their study also discussed the controversy of the results of relevant studies. Thus, leaders should also influence employee behavior in building reciprocal relationships between employees and the entire organization.

When leaders want to drive creativity and innovation among their employees, they must implement empowerment practices by increasing employee decisions regarding the composition of their tasks. Employees must also be given access to knowledge enhancements such as seminars or workshops. Thus, work must be designed in a challenging and moving manner in a proportional time composition. Job rotation and appropriate rewards (financial rewards) must be implemented carefully

because these practices may weaken employees' intrinsic motivation to engage in creativity and innovation [19]. This study contributes to the literature on employee performance by proposing a sustainable model of employee creativity performance in the dairy milk industry. Research on employee performance and innovation behavior initially focused on action plans designed to introduce new procedures and mechanisms to improve organizational work effectiveness and directed towards the desired long-term goals. Research on employee performance and innovation behavior offers guidance on organizational policies and HR systems that drive creativity and innovation in new ways [20].

2. Literature Review and Hypotheses

2.1. Transformational Leadership (TL)

Future research should move towards new forms of leadership that influence creative and innovative changes. Research advances in transformational leadership continue to highlight its impact on performance [21, 22]. Transformational leadership is a leader's tendency to influence employees to produce performance that exceeds expectations through their beliefs and values [23]. Employees who see the value of their contribution to the company are more motivated to work creatively to meet the company's goals. According to Tjahjono et al. [33], transformational leaders can transform individual interests into group interests that can be utilized collectively. Individuals who were previously less productive could transform into those who were focused, motivated, and willing to work hard. Hughes et al. [34] explained that transformational leadership has a purpose, and managing a positive image is used to build emotional bonds between workers and motivate them to work towards the leader's goals. According to the definition of transformational leadership given above, transformational leadership is a type of leadership in which a leader is able to motivate and stimulate personnel to achieve company goals. Nohe and Hertel [24] stated that there are various types of leadership, including the following: charismatic, transactional, transformational, and visionary leadership styles.

H₁: Transformational Leadership has a positive and significant effect on Innovative Work Behavior

2.2. Creative Self-Efficacy (CSE)

Self-efficacy theory is a branch of Social Cognitive Theory proposed by Bandura (known as Social Learning Theory). A person's belief in their ability to control their own functions and environment is called self-efficacy. According to Park et al. [36], self-efficacy is a person's belief in their capacity to carry out their responsibilities by generating innovative ideas. Self-efficacy is the belief in a person's capacity to carry out responsibilities and organize them in such a way as to provide results that meet expectations [25]. Self-efficacy is a personal assessment of a person's ability to carry out certain activities. In its development, a person needs creative abilities to solve problems amidst rapid changes. Therefore, this study developed a Creative Self-Efficacy variable. In its development, research in the field of self-efficacy has increased annually and is associated with various forms, such as creative self-efficacy. Self-efficacy continues to develop in research in the HR-fields.

Future research will lead to new forms of self-efficacy that involve creative and innovative behaviors. Creative self-efficacy complements Bandura's theory by focusing on individual beliefs about the ability to produce something creative. Research in the field of self-efficacy continues to highlight its impact on HR creative performance [26]. The concept of creative self-efficacy is an elaboration of Bandura's [39] self-efficacy construct. According to Bandura [39], self-efficacy influences what a person tries to achieve and how much effort can be directed towards the process. Thus, CSE reflects a self-assessment of a person's creative abilities or potential, which influences the person's choice of activities and efforts, and, ultimately, the achievement of innovative results.

H₂: Creative Self-Efficacy has a positive and significant effect on Innovative Work Behavior.

2.3. Organizational Citizenship Behavior (OCB)

Khola and Sephelane [27] explained that Organizational Citizenship Behavior is very important for the existence of an organization. Furthermore, their research explains that Organizational Citizenship Behavior can increase the efficiency and productivity of individuals and organizations, which ultimately impacts the efficient functioning of the organization. Ismail and Soelton [28] defined Organizational Citizenship Behavior as behavior that can help organizations work more effectively. Organizational Citizenship Behavior is a term for volunteer employee behavior that helps organizations. Organizational Citizenship Behavior is a workplace behavior that is based on personal judgment and goes beyond basic job responsibilities.

Organizational Citizenship Behavior goes beyond the basic task demands that are mandatory. Organizational Citizenship Behavior is an individual's contribution beyond the job requirements. Helping others, volunteering for additional tasks, and following work rules and procedures are examples of OCB [29]. Employee value contribution is a type of prosocial behavior that consists of good, constructive, and social behaviors aimed at helping others. When this behavior goes above and beyond the company's regular behavior, OCB appears in front of coworkers and the organization. Organizational Citizenship Behavior, according to Rohman et al. [5], is behavior that is not part of an employee's primary responsibility, but helps the company function.

H₃: Organizational Citizenship Behavior has a positive and significant effect on Innovative Work Behavior

2.4. Employee Creative Performance (ECP)

Mutonyi et al. [42] defined creativity as the discovery of something that did not previously exist, while Rohman et al. [5] explained it as an effort to find new ways of thinking or learning, to make changes in the organization's operations and output. According to Soelton et al. [31], creativity goes hand in hand with innovation, and higher creativity produces more innovation. Creativity has now become an important topic and is considered one of the most important factors that help every organization succeed. Sari and Soelton [21] explained the important role of employees' creative performance in increasing

organizational competitiveness. To fulfill this role, researchers have found ways to increase employees' creative behavior Rohman et al. [5]. Soelton et al. [31] explained that creativity performance is an overall self-assessment of increasing creativity, which, in turn, improves organizational performance. Mutonyi et al. [42] explained that further research is needed on employee creative performance, according to which the results of valuable new ideas about products, practices, services, procedures, and processes by individuals or groups of individuals in the organization need to be assessed, and their development monitored. However, various factors need to be further studied. Creativity is essential for organizational innovation, effectiveness, and survival in a global market characterized by intense competition. Nwanzu and Babalola [10] explain that employee creativity performance is a unique phenomenon, namely, the ability of workers (Human Resources) to create new ideas and rules that are beneficial to organizational procedures and processes.

H₄: Transformational leadership has a positive and significant effect on employee creative performance.

H₅: Creative Self-Efficacy has a positive and significant effect on Employee Creative Performance.

H₆: Organizational Citizenship Behavior has a positive and significant effect on Employee Creative Performance.

2.5. Innovative Work Behavior (IWB)

Innovative work behavior, according to Arain et al. [43], begins with knowledge related to HR creativity in work and organization. The innovative work behavior begins with awareness of problems in the company and then continues by producing ideas or solutions to the problems found. Innovation can be viewed as different individual behaviors at each HR level. In this case, innovation occurs because of discontinuous activities so that individuals can actively develop other behaviors at the same time [30]. According to Afsar et al. [44], IWB is defined as any employee behavior that focuses on the discovery, introduction, or application of roles, groups, or organizations, which include new ideas, processes, products, or procedures. This concept limits creative behavior to conscious efforts to provide new results that benefit the company. Bos-Nehles and Veenendaal [31] define innovative work behavior as actions taken by employees in the creation, introduction, and use of new ideas that are considered to help the company at various levels. Consequently, innovative work behavior is defined as activities that provide benefits to the organization [32]. According to Arain et al. [43], innovative work behavior is defined as the goal of employees to generate, introduce, and implement new ideas in a group or organization to improve their performance. Innovative Work Behavior is characterized as a continuous activity that includes idea generation, concept promotion, and idea implementation. The discovery of new ideas or solutions, which may be original or adapted from current items or processes, is the starting point for innovative work behavior [33].

H₇: Innovative Work Behavior has a positive and significant effect on Employee Creative Performance.

H₈: Innovative work behavior mediates the influence of transformational leadership on employee creative performance.

H₉: Innovative work behavior mediates the influence of creative self-efficacy on employee creative performance.

H₁₀: Innovative work behavior mediates the influence of organizational citizenship behavior on employee creative performance.

2.6. Innovative Climate (IC)

The relevant organizational climate in the context of innovation is innovative. In this case, the degree to which a business encourages creative behavior and generates fresh ideas is referred to as the innovative climate. Research in the field of innovative climate has increased annually and is associated with various factors that influence it. An innovative climate continues to develop in HR research. Future research will lead to an innovative climate that involves creative and innovative behavior. Research in the field of innovative climate continues by highlighting its impact on HR creativity performance [34].

An innovative Climate is the view of each employee regarding the organization's openness to new ideas and tolerance for variation among its members. In an Innovative Climate, organizational resources are allocated, including human resources, financial resources, time, and other resources needed for the innovation process. Based on this, it can be concluded that an innovative climate is the perception held by all members about the values, practices, policies, and processes of the organization that support the introduction, development, and realization of new ideas.

H₁₁: Innovative Climate moderates the influence of Innovative Work Behavior on Employee Creative Performance.

Based on hypotheses formed from the results of previous research and arguments from academic journals, the research model of this research shows in Figure 1.

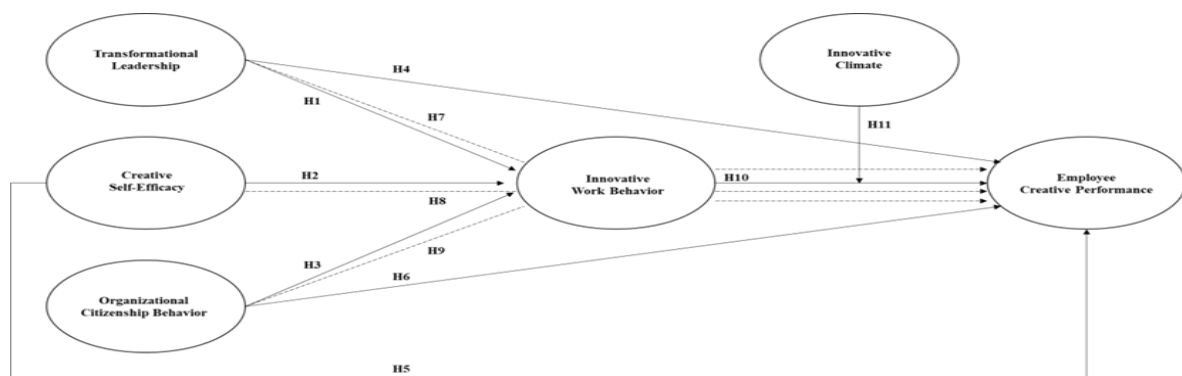


Figure 1.
Research Model.

Table 1.
Characteristics of Respondents.

No.	Gender	Age	Education	Years of service
1	Male = 245 (58.34%)	18-24 = 114 (27.14%)	High School/Vocational School = 180 (42.86%)	<1 = 88 (20.95%)
2	Female = 17550 (41.66%)	25-35 = 211 (50.24%)	Diploma = 51 (12.14%)	1 - 5 = 208 (49.52%)
3		36-45 = 64 (15.24%)	S1 = 178 (42.38) %	5 - 10 = 96 (22.86%)
4		>45 = 31 (7.38%)	Others = 11 (2.6%)	> 10 = 18 (4.29)

3. Research Methodology

3.1. Data Collection

Research design begins with identifying problems at the research location, formulating the problem, and developing a theoretical basis to strengthen the basis for each variable. The population of this study were employees in the dairy industry, using a saturated sampling technique with a total of 420 employees in the sales force, marketing team, and research and development sections taken from the entire population [35]. This research uses respondent data collected using a cross-sectional design, which was carried out from March to July 2024. Respondent data collection in this study was carried out by sending questionnaires online to 420 respondents, then all respondents returned the questionnaires (100%). Of the 420 respondents' data, there was no missing data, so all respondents' data could be used for statistical analysis. An initial pilot study was conducted involving 30 respondents to evaluate their understanding of the questionnaire's content. The results of the pilot study showed that respondents were able to understand and answer questions clearly and consistently, thus validating that the research instrument was ready for data collection [36]. Respondent data was analyzed descriptively and presented in Table 1.

Based on the table, the gender of the respondents shows that the composition is more female, with 245 people (58.34%) compared to 175 male respondents (41.66%). There were 114 (27.14%) respondents in the age range of 18-24 years, 211 (50.24%) in the age range of 25-35 years, 64 (15.24%) in the age range of 36-45 years, and 31 (7.38%) in the age range of over 45 years. A total of 180 (42.86%) respondents had the last education of high school/vocational school, 51 (12.14%) respondents had the last education of D3/D4, 178 (42.38%) respondents had the last education of Strata 1, and 11 (2.62%) respondents had the last education of Strata 2/Strata 3. It can be seen that there are 88 (20.95%) respondents with a work period of less than 1 year, 208 (49.52%) respondents with a work period of 1-5 years, 96 (22.86%) respondents with a work period of over 5-10 years, and 18 (4.29%) respondents with a work period of over 10-15 years.

3.2. Measurements

The research model's variables are measured using indicators derived from prior research, which have been validated and are pertinent to the study. Primary and secondary data were gathered via an online survey that employed a Likert scale ranging from one to five. Each variable's items, which were not dependent on the mediator, were slightly modified and taken from earlier studies. Indicators of ideal influence, inspirational motivation, intellectual stimulation, and individual consideration were used to measure transformational leadership [37, 38]. OCB [32, 39, 40] is measured by Indicators of kindness, diligence, civility, civic virtue, and sportsmanship are used to quantify OCB. Moreover, Innovative Work Behavior is measured by idea generation and realization [30, 31], flexibility, quantity, and quality [9, 41]. An innovative Climate is measured by vision, participatory security, focus on tasks, and encouraging innovation [31, 42]. Creative Self-Efficacy is measured using self-capacity, self-belief, and creative ability [43].

3.3. Data

The nature of the data used is quantitative data. The unit of analysis for the data used in this research is the sales force, marketing team, and research and development sections. There are 420 respondents' data used in this study. This research utilized a cross-sectional design to collect data, which was conducted between March and July 2024 [44]. Data from respondents was collected via an online questionnaire utilizing Google Forms. In the data collection process, each respondent was first asked about their consent for data collection. A written informed consent from participation involved in the study has been obtained through online questionnaires. The questionnaire for this study was written in Indonesian, considering that the native language of the respondent population is Indonesian. This ensures that the questionnaire content is easier for respondents to understand during data collection. The translation of the questionnaire content between Indonesian and English was carried out with the assistance and guidance of experts. The study was approved by the ethics committee of Bina Nusantara University.

4. Results

4.1. Measurement Model

This research employs Partial Least Squares (PLS) or SmartPLS version 3 to perform statistical analysis and hypothesis testing on the model and the collected respondent data [45]. According to Hair et al. [59], the use of PLS-SEM for analysis and reporting can be categorized into two main components, which are the measurement model and structural model or inner model [46]. This research utilizes a reflective approach in the formation of the research model, hence, the measurement model adopted is a reflective measurement model. The first step in the reflective measurement analysis is the analysis of the loading

factor, which is used to assess the validity of each indicator within the latent variable by examining the correlation between the indicator items and the latent variables in the research model [47]. The Loading Factor indicator should be set at 0.7. If the indicator drops below this suggested value, it indicates a lack of validity in the indicators. The next step in the reflective measurement procedure is to evaluate the level of convergent validity, which explains the validity of the relationship of the indicators in describing their latent variables. Convergent validity was calculated through the average variance (AVE) metric, and the rule of thumb for adequate convergent validity is 0.5 [35]. The follow-up phase is internal consistency reliability. The adequate rule of thumb in composite reliability analysis, often known as CR, is 0.7, which is typically considered satisfactory based on specific criteria. The average square root of the variance extracted ($\sqrt{\text{AVE}}$) for each construct was greater than the correlation between one construct and the other constructs in the model. Based on the above table, the AVE value indicates that the construct in the estimation model meets the discriminant validity criteria. The results of the composite reliability test and Cronbach's alpha test showed satisfactory values because all latent variables had composite reliability values, and Cronbach's alpha ≥ 0.70 . This means that all the latent variables were considered reliable (Table 2).

Table 2.
Validity, Reliability, AVE, Cronbach's Alpha, R2 Results.

	Cronbach's Alpha	Composite reliability	Average variance extracted (AVE)	R-2 adjusted
Transformational Leadership	0.832	0.897	0.719	-
Creative Self-Efficacy	0.794	0.880	0.709	-
Organizational Citizenship Behavior	0.843	0.898	0.695	-
Innovative climate	0.834	0.892	0.698	-
Innovative Work Behavior	0.845	0.906	0.775	0.666
Employee Creative Performance	0.854	0.888	0.536	0.862

After the validity and reliability test requirements are satisfied, hypothesis testing can be continued using the SEM-PLS analysis technique. Hypothesis testing between constructs was carried out using the bootstrap method, which was run using SmartPLS on computer media. The measuring instrument used in the hypothesis testing uses the path coefficient value, the t count is compared with the t table, and the P count value. The t-table value used for comparison is 1.65, which is obtained from 314 degrees of freedom in the one-tailed test with a significance (α) of 0.05. The decision-making method was as follows. 1. If the value of t count > t table or P count < 0.05, the hypothesis is accepted. 2. If the value of t count < t table or P count > 0.05, then the hypothesis is rejected (see Figure 2 and Table 3).

Table 3.
Direct Influence Test, Moderation and Mediation Test.

Hypothesis		Path Coefficient	T Value	P value	Description
H1	Transformational Leadership-> Innovative Work Behavior	0.173	3,293	0.001	Accepted
H2	Creative Self-Efficacy-> Innovative Work Behavior	0.582	9,918	0,000	Accepted
H3	Organizational Citizenship Behavior-> Innovative Work Behavior	0.162	2,627	0.004	Accepted
H4	Transformational Leadership-> Employee Creative Performance	0.042	1,288	0.099	Rejected
H5	Creative Self-Efficacy-> Employee Creative Performance	0.190	4,025	0,000	Accepted
H6	Organizational Citizenship Behavior-> Employee Creative Performance	-0.032	1,070	0.142	Rejected
H7	Innovative Work Behavior-> Employee Creative Performance	0.419	8,269	0,000	Accepted
H8	Transformational Leadership-> Innovative Work Behavior -> Employee Creative Performance	0.072	2,881	0.002	Accepted
H9	Creative Self-Efficacy-> Innovative Work Behavior -> Employee Creative Performance	0.244	6,733	0,000	Accepted
H10	Organizational Citizenship Behavior-> Innovative Work Behavior -> Employee Creative Performance	0.068	2,490	0.007	Accepted
H11	innovative climate * Innovative Work Behavior -> Employee Creative Performance	0.001	0.030	0.488	Rejected

4.2. The Influence of Transformational Leadership on Innovative Work Behavior

Leaders need to strive to motivate and inspire followers to carry out tasks as expected and produce innovative work.

These results are reinforced by Nohe and Hertel [35], who explain that transformational leaders have intellectual stimulation skills, which refers to a leader's ability to get closer to employees so that they become familiar with and inspire employees to come up with innovative ideas for solving employee problems. Transformational leaders can increase innovative work behavior through the implementation of ideas, where HR can create models of their ideas into real products or innovative work processes that can be utilized in the scope of work, groups, or companies as a whole, thereby increasing organizational work innovation. The results of this study are consistent with those of other studies. Transformational leadership has a positive influence on increasing organizational innovation [5]. This study is in line with other studies that support the idea that transformational leadership has a positive and significant effect on innovative work behavior [48]. However, studies conducted by other researchers state that transformational leadership does not have a positive and significant effect on innovative work behavior [49].

4.3. The Influence of Creative Self-Efficacy on Innovative Work Behavior

To thrive in the modern commercial world, organizations must continue to be creative in innovating in response to environmental changes. Corporations also seem unable to rely solely on the culture that has long existed in the company. Instead, they must innovate in that culture while maintaining the company's values. Employees are expected to have a high creative thinking capacity as a driver of innovation in the organization to help it achieve its goals and develop in the industry. This is reinforced by Park et al. [36], who explain that creativity goes hand in hand with innovation and that higher creativity produces more innovation. Self-confidence in one's creativity in solving a problem or task is considered one of the most important factors that help work innovation behavior in organizations. Akbari et al. [63] explained the important role of self-confidence in creativity in increasing the competitiveness of organizational innovation. When employees are given creative tasks, strong self-efficacy can help them provide innovative solutions. First, individuals with high CSE tend to engage in innovative behavior because they are confident in their knowledge and skills to generate ideas and implement them at work [50]. This causes them to spend more time on the creative cognitive process of identifying problems and generating ideas to solve them, as well as seeking sponsorship for these ideas from higher levels in the organizational hierarchy [14]. Second, people with high CSE will feel better prepared to overcome the challenges and uncertainties faced when developing and implementing new ideas at work [25].

4.4. The Influence of Organizational Citizenship Behavior on Innovative Work Behavior

The results are also in accordance with the results of the study that showed that the altruism dimension in the indicator of training other employees voluntarily from the OCB variable got the highest average value of 4.6 (strongly agree), and also supported by the statement on the IWB variable, namely, the idea implementation dimension in the indicator contributing to the implementation, got the highest average value of 4.6 (strongly agree) with the most answers from respondents. In the altruism dimension, respondents help coworkers who have difficulty with the problems they face, both in terms of organizational responsibility and for others. This can increase the respondent's idea implementation by trying to make a concept (innovation) a reality that requires a lot of joint effort and is result-oriented. This can happen when employees increase citizenship behavior by offering help (something they do not feel obligated to do), which can increase the implementation of innovation as part of the work process and behavior used in producing new goods or work processes.

This study is in line with other studies, namely, Ismail and Rodzalan [32], Khaola and Sephelane [27], Purwanto, et al. [29] and Amah [51] which support the idea that citizenship behavior has a positive and significant effect on innovative work behavior and not in line with Suwanti, et al. [49]. Suwanti and Udin [52]. A person can perform citizenship behavior, which has an impact on innovative work behavior [53]. Companies can encourage innovative employee work behavior after improving their citizenship behavior. Previous research has established that innovative employee behavior is formed from the citizenship behavior of employees. There is a relationship between citizenship behavior and innovative employee work behavior [54]. An empirical study by Hubner et al. (2022), through the development of a four-factor model to measure innovation climate, obtained partial results that citizenship behavior significantly affects innovative behavior. Contreras et al. [69] investigated this concept and confirmed its validity. Ismail and Rodzalan [32] found that OCB has an effect on innovative work behavior.

4.5. The Influence of Transformational Leadership on Employee Creative Performance

In the intellectual stimulation dimension, respondents received directions to complete work in new ways. However, in the dairy industry, this has not been able to significantly increase the originality of respondents' creative performance. Efforts to create original solutions in a company do not arise from the insistence or direction of the leader. Originality in employees' creative performance involves looking for new technologies, processes, techniques, and/or product ideas, suggesting new ways to improve quality, often having a new approach to problems, and coming up with creative solutions from the company's interactions with consumers (society). Mutonyi et al. [42] explain that the important role of employees' creative performance in increasing organizational competitiveness is centered on employee creativity in the company. The results of this study indicate that transformational leadership does not significantly affect employees' creative performance [5].

This study is consistent with the findings of other studies from Soelton et al. [53] explained that transformational leadership does not have a significant effect on employees' creative performance. Novitasari and Asbari [55] also show that transformational leadership has no relationship with employee performance. Based on this study, readiness to change is needed in transformational leadership to have an impact on employee performance. In a study of hospital employee performance during the Pandemic in Indonesia, the organization was not yet ready to change, so it was difficult to practice transformational leadership. Purwanto et al. [14] explained that this variable can be tested by including intervening variables.

This opens up space for further research to examine the relationship between these two variables.

4.6. The Influence of Creative Self-Efficacy on Employee Creative Performance

In the dimension of creativity results, respondents tried to solve problems creatively, both individually and in groups. This can increase the respondents' original solutions by trying to create performance. This can happen when employees increase their creative self-efficacy by attempting to solve problems creatively, which can enhance the implementation of innovation as part of the work process and employees' creative performance used to produce new goods or work processes. Efforts to create original solutions in the company arise from the way employees' creativity solves problems. Originality in employees' creative performance involves looking for new technologies, processes, techniques, and/or product ideas, suggesting new ways to improve quality, and often adopting a new approach to solving problems creatively.

This study is consistent with the findings of other studies. Researchers agree that individuals choose to engage in creative behavior after determining whether they believe they have the creative competence to achieve success and are motivated to exploit their cognitive. Research from Tian, et al. [14] support the finding that increasing creative self-efficacy has a positive impact on employees; creative performance, the degree of creative role identity, and the perception that leaders' expectations for innovation increase. Creative self-efficacy can affect creative performance because it reflects an internal and sustainable force that drives individuals to persist in the face of challenges arising from creative work. For the dairy industry, focusing on creative efficacy can increase creativity by overcoming the obstacles associated with creative efforts. Creativity involves testing different approaches and being open to learning from mistakes that occur. According to Park, et al. [56] self-efficacy can increase results-oriented self-acceptance [57]. In addition, specific beliefs in certain fields can lead to additional flow in the work environment, which is an emotional state closely related to the emergence of creative ideas that ultimately have a significant impact on performance [58].

4.7. The Influence of Organizational Citizenship Behavior on Employee Creative Performance

Originality in employees' creative performance involves seeking new technologies, processes, techniques, and/or product ideas, suggesting new ways to improve quality, and often adopting a new approach. In the originality dimension, the indicator of having an original solution obtains the highest average value of 4.6 (strongly agree) with the most responses from respondents. Although the value of each indicator was high, the ECP variable was not significantly affected by OCB. This can occur because employees who enhance citizenship behavior by offering voluntary assistance to their colleagues cannot necessarily improve their creative performance. In this case, OCB cannot directly affect the significance of ECP, and it is likely that an intermediary variable is required for this influence. In the dairy industry, citizenship behavior does not necessarily increase employees' creative performance. Creativity performance does not arise from employees' voluntary activities. This is possible if employees enhance their innovation or other variables that affect their creativity performance.

This study is consistent with the findings of other studies. Rita, et al. [59] in their study entitled, "Moderating effect of organizational citizenship behavior on the effect of organizational commitment, leadership, and work motivation on transformational leadership and work motivation on employee performance". Their results showed that OCB does not have a significant effect on employee creativity performance. Research conducted by other researchers have stated that organizational citizenship behavior does not have a positive and significant effect on employees' creative performance [11]. Research by Hu, et al. [60] reported that if OCB wants to have a significant effect that leads to increased productivity and performance, a very friendly and innovative work atmosphere is needed, if individuals are satisfied, innovative, and the organizational atmosphere is pleasant, it can enable employees to display higher performance.

4.8. The Influence of Innovative Work Behavior on Employee Creative Performance

The results are also based on the findings of the study, which showed that the idea implementation dimension on the indicator contributed to the implementation, obtaining the highest average value of 4.6 (strongly agree) with the most responses from respondents regarding the innovative work behavior variable. This is also supported by the statement on the employee creative performance variable, namely that the idea implementation dimension on the indicator contributed to the implementation, obtaining the highest average value of 4.6 (strongly agree) with the most responses from respondents. In the idea implementation dimension, respondents attempted to make a concept (innovation) a reality, which required a great deal of joint effort and was results-oriented. This can increase efforts to create original solutions for companies. Originality in employees' creative performance involves seeking new technology, processes, techniques, and/or product ideas, suggesting new ways to improve quality, and often adopting a new approach. In the originality dimension, the indicator with the original solution had the highest average value of 4.6 (strongly agree) with the most responses from respondents. This can occur when employees improve citizenship behavior by offering help (something they do not feel obligated to do); however, it turns out that this cannot enhance creative performance.

According to Arain, et al. [30] HR creativity performance starts with knowledge related to work and the organization. The IWB begins with awareness of problems in the company and then continues to produce original ideas or solutions to solve the problems found. Innovation can be viewed as different individual behaviors at every level of HR, resulting in creative performance. In this case, creative performance occurs due to continuous innovation activities, so that individuals can be active in developing their creativity in driving performance [30].

4.9. The Influence of Transformational Leadership on Employee Creative Behavior Through Innovative Work Behavior

The results are also supported by the findings of the study, which showed that the intellectual stimulation dimension, on the indicator of new ways to complete work from the transformational leadership variable, received the highest average value

of 4.6 (strongly agree). This is also supported by the statement on the IWB variable, namely the idea implementation dimension, on the indicator contributing to implementation, which also received the highest average value of 4.6 (strongly agree) with the most responses from respondents. In the intellectual stimulation dimension, respondents felt that leaders were trying to complete their work in new ways. This has an impact on increasing the idea implementation of respondents by attempting to make a concept (innovation) a reality that requires a lot of joint effort and is result-oriented. This can occur when leaders carry out transformations in the scope of work that can enhance the implementation of innovation as part of the work process and the behavior used to produce new goods or work processes. This can increase efforts to create original solutions for a company. Originality in employees' creative performance involves seeking new technology, processes, techniques, and/or product ideas, suggesting new ways to improve quality, and often adopting a new approach. In the originality dimension, the indicator with the original solution had the highest average value of 4.6 (strongly agree), with the most responses from respondents.

Leaders need to strive to motivate and inspire followers to carry out tasks as expected and produce innovative work. According to Arain et al. [43], innovative work behavior can improve HR creativity performance. Transformational leaders can improve innovative work behavior through the implementation of ideas, where HR can model their ideas into real products or innovative work processes that can be utilized in the scope of work, groups, or companies as a whole to increase organizational work innovation. Innovative work behavior begins with an awareness of problems in the company and then continues to produce original ideas or solutions to solve the problems found. Innovation can be viewed as different individual behaviors at each level in HR to produce creative performance. In this case, creative performance occurs because of continuous innovation activities, so that individuals can actively develop their creativity in driving performance [4].

4.10. The Influence of Creative Self-Efficacy on Employee Creative Behavior Through Innovative Work Behavior

In the intellectual stimulation dimension, respondents felt confident in their creativity to complete their work in new ways. This has an impact on increasing the respondents' idea implementation by trying to make a concept (innovation) a reality that requires a lot of joint effort and is oriented towards original results. This can happen when employees try to solve problems creatively, which can increase the implementation of innovation as part of the work process and the behavior used in producing new goods or work processes. This can increase efforts to create original solutions for a company. Originality in employees' creative performance involves looking for new technologies, processes, techniques, and/or product ideas, suggesting new ways to improve quality, and often adopting a new approach. In the originality dimension, the indicator of having an original solution obtained the highest average value, namely 4.6 (strongly agree), with the most responses from respondents.

Employees are expected to have a high creative thinking capacity as a driver of innovation in the organization to help it achieve its goals and develop in the industry. This is reinforced by Park et al. [36], who explain that creativity goes hand in hand with innovation and that higher creativity produces more innovation. Self-confidence in one's creativity in solving a problem or task is considered one of the most important factors that help work innovation behavior in an organization. Akbari et al. [63] explained the important role of self-confidence in creativity in increasing the competitiveness of organizational innovation. When employees are given creative tasks, strong self-efficacy can help them provide innovative solutions. Innovative work behavior begins with an awareness of problems in the company and then continues to produce original ideas or solutions to solve the problems found. Innovation can be viewed as different individual behaviors at every HR level that produce creative performance. Arain et al. [43] explain that creativity can encourage continuous innovation activities to produce creative performance for employees.

4.11. The Influence of Organizational Citizenship Behavior on Employee Creative Behavior Through Innovative Work Behavior

In the intellectual stimulation dimension, the respondents felt that leaders tried to complete their work in new ways. This has an impact on increasing the idea implementation of respondents by trying to make a concept (innovation) a reality that requires a lot of joint effort and is result-oriented. This can happen when employee citizenship behavior is focused on the scope of work, which can increase the implementation of innovation as part of the work process and the behavior used in producing new goods or work processes. This can increase efforts to create original solutions for a company. Originality in employees' creative performance involves looking for new technologies, processes, techniques, and/or product ideas, suggesting new ways to improve quality, and often adopting a new approach. In the originality dimension, the indicator of having an original solution obtains the highest average value of 4.6 (strongly agree) with the most responses from respondents. The results of this study also support the theory of behavioral management, which explains the principles of behavior modification in management organizations. The core of this theory is the management of behavior that aims to make the organization more efficient and has an impact on increasing work productivity. This can also be realized in the pattern connection between citizenship behavior, which influences employee innovation behavior and has an impact on employees' creative performance [61].

An employee with high citizenship behavior can have an impact on innovative work behavior [62]. Innovative work behavior, According to Arain, et al. [30] innovative work behavior can improve HR creativity performance. Companies can encourage innovative employee work behavior after improving their citizenship behavior. Research has established that employee innovative behavior is formed from the citizenship behavior of employees, where HR can model their ideas into real products or innovative work processes that can be utilized within the scope of work, groups, or the company as a whole to increase employee work innovation. Innovative work behavior begins with an awareness of problems in the company and then continues to produce original ideas or solutions to solve the problems found. Innovation can be viewed as different individual behaviors at each level in HR to produce creative performance. In this case, OCB affects innovative work behavior,

and creativity performance occurs because of continuous innovation activities, so that individuals can be active in developing their creativity in driving performance [30, 32].

4.12. The Influence of Innovative Work Behavior on employee Creative performance Moderated by Innovative Climate

This indicates that the implementation of employee creative performance, as felt by employees in the company, can increase significantly within the scope of its sample, along with an increase in innovative work behavior. However, the role of the innovative climate has not been able to moderate the influence of innovative work behavior on employees' creative performance. The results are also based on the findings of the study, which showed that the idea implementation dimension on the indicator contributed to the implementation, obtaining the highest average value of 4.6 (strongly agree) with the most responses from respondents regarding the innovative work behavior variable. This is also supported by the statement on the employee creative performance variable, namely that the idea implementation dimension on the indicator contributed to the implementation, obtaining the highest average value of 4.6 (strongly agree) with the most responses from respondents. In the idea implementation dimension, respondents attempted to make a concept (innovation) a reality, which required a great deal of joint effort and was result-oriented. This can enhance efforts to create original solutions for companies. Originality in employees' creative performance involves seeking new technology, processes, techniques, and/or product ideas, suggesting new ways to improve quality, and often adopting a new approach. In the originality dimensions, the indicator with the original solution had the highest average value of 4.6 (strongly agree) with the most responses from respondents. This can occur when employees increase their innovative work behavior, which can improve their creativity performance. However, an innovative climate does not strengthen or weaken this relationship.

5. Conclusions and Managerial Implications

This study has significant managerial implications for companies in the milk-processing industry. From the results of the research conducted, companies, in addition to focusing on increasing profits and profit growth, also need to prioritize activities focused on HR, such as developing leadership skills, preparing engagement improvement programs, creating an environment that encourages creativity, and the creation of innovation to improve employee performance.

Transformational leadership has a positive influence on innovative work behavior, which means that the implementation and development of leadership from each work unit that adopts a transformational leadership style can help improve the creative self-efficacy of each employee, thus having an impact on employees' creative performance. Creative self-efficacy (CSE) has a positive influence on innovative work behavior, which means that the company's strategy in ensuring the emergence of CSE from each employee is expected to be able to foster innovative work behavior that impacts the progress of the milk processing industry; however, the scope of CSE needs to encompass many aspects, not only from idea generation but also from idea realization, both of which must be controlled and evaluated continuously, especially by leaders who implement transformational leadership. Organizational Citizenship Behavior (OCB) has a positive influence on creative self-efficacy (CSE), which means that OCB strengthening programs implemented in companies can increase the CSE of each employee in the Indonesian dairy industry. In this case, the OCB program is expected to cover various aspects, including job satisfaction, job security, organizational culture, and other factors that are considered important. Therefore, it is anticipated to increase CSE, which has an impact on enhancing employees' creative performance.

This study has the potential to serve as an evaluation tool for Strategic Management. These findings provide insights to company management about the importance of considering strategic aspects in HR that are expected to impact the company's performance, including transformational leadership, creative self-efficacy, organizational citizenship behavior, innovative work behavior, innovative climate, and employee creative performance. By understanding and implementing the findings of this study, management is expected to accelerate the development of superior HR capabilities to support business sustainability, which will ultimately have a positive impact on the performance of the Indonesian milk processing industry.

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