The Roles of Work Climate and Knowledge Sharing: The Effect of Leader Creative Behavior to Organizational Creativity at Furniture Industries in Indonesia

Roy Setiawan[1, 2], Anis Eliyana[2], Tatik Suryani[3], Enrico Oktavian Sugiharto[1]

[1]Universitas Kristen Petra - Universitas Airlangga, Indonesia
[2]Universitas Airlangga, Indonesia
[3]Sekolah Tinggi Ilmu Ekonomi Perbanas Surabaya, Indonesia
Corresponding Author: Roy Setiawan
Universitas Kristen Petra /
Universitas Airlangga, Indonesia
Email: roy@petra.ac,id

ABSTRACT
Creativity is often defined as developing ideas about products, services, practices, or procedures that are new and potentially of value to departments or organizations. Creative behavior is considered vital because it can be conceptualized as necessary for creative results. The purpose of this study was to examine the effect of Leader Creative Behavior on Organizational Creativity through Work Climate and Knowledge Sharing in the furniture industry in Indonesia. In previous studies, it has been stated that Leader Creative Behavior does not have a significant influence on Organizational Creativity. Therefore, this study examines the effect of Leader Creative Behavior on Organizational Creativity by using Work Climate mediation and Knowledge Sharing as a novelty. The research method used in this study is quantitative. Data analysis techniques in this study using the Partial Least Square (PLS) method in fifty furniture industries in Indonesia. The results showed that the Creative Behavior Leader had a significant influence on Organizational Creativity through Work Climate and Knowledge Sharing.

INTRODUCTION

In this modern era, according to Amabile (1996), creativity is often defined as the development of ideas about products, services, practices, or procedures that are new and potentially of value to departments or organizations. Creative behavior is considered important because it can be conceptualized as necessary for creative results. In this research, creativity as a result and behavior is measured. Creativity can be learned at the individual level, as well as at the team or organization level. According to Woodman et al., (1993), organizational level creativity is defined as the creation of new products, services, ideas, procedures, or processes that are valuable and beneficial to individuals who work together. Thus, the level of organizational creativity results from the behavior of individual members and social interactions between group members that can hinder or enhance creative outcomes. Several studies have discussed the possible relationship between leadership behavior and creativity at both the employee and organizational level (Mumford et al., 2002; Shalley et al., 2004). For example, Wang et al. (2010) found that leader support for ideas was positively related to employee creativity. The existence of positive and negative relationships between the creative behavior of leaders and organizational creativity. There is evidence that certain leader behaviors encourage and inhibit. Not many people know about why some leaders naturally exhibit open behaviors that facilitate creativity while others don't.

Personality is an important foundation of leader behavior. Barron and Harrington (1981) argue that leaders with creative and open personalities also influence creativity in their organizations. Therefore, this research seeks inspiration from the study of the relationship between an individual's personality and his level of creativity. According to Gough (1979), creative leaders tend to be open to new and unconventional experiences. They are also confident, compelled, ambitious, dominant, and impulsive. According to McCrae and Costa (1997), individuals who are high in openness will value ideas and imaginations that are unusual, curious, and broad-minded, and as a variety of experiences. Conversely, individuals who are low on openness will be more conventional, have traditional interests and prefer clear thinking rather than new and ambiguous ones, and prefer familiarity over novelty.

On the other hand, George and Zhou (2001) and Zhou (2003) concluded that close supervision by the group leader was negatively related to employee creativity. Zhou's findings are reflected in a study in which an employee has an internal belief that he can confidently perform with superior creativity. According to Gist and Mithcell (1992), some researchers also stated that when employees are placed in creative activities, a high level of individual creativity can help them find solutions to problems. Ibrahim, Isa, and Shahbudin (2016) state that when superiors provide an atmosphere of supportive creativity, the mood will be positively related to employee creativity. A positive mood increases confidence and different thoughts and contributes to creativity when working in an organization. A positive mood can be created, one of which is the support of supervisors who add to the feelings and positive energy in an organization. Therefore, the quality of the relationship between leaders and subordinates also influences the creative performance of employees. Besides, they can show attraction and enthusiasm to have

other ideas to promote further creativity efforts. Therefore, the role of creative leaders is needed among leaders who will also have an important impact on the level of Organizational Creativity. From this, it can be said that there is a positive relationship between Leader Creative Behavior and Organizational Creativity. According to Shalley and Perry-Smith (2001), Leaders can be seen as role models, will make their subordinates often imitate their leaders, or at least be inspired by how leaders think and act. In this way, Creative Behavior Leaders, such as personality and creative abilities, can influence Organizational Creativity both directly and indirectly. Leaders can directly influence Organizational Creativity through their behavior, personality, and cognitive style with new ideas and suggestions.

According to Jaussi and Dionne (2003), Organizational Creativity is not always influenced by Leader Creative Behavior. Most empirical studies have found that Organizational Creativity in transformational leadership has higher creative performance and does its work without the influence of their leaders. This finding has been found in the experimental studies of Jung (2001), Jung and Avolio (2000) and field studies Gumusluoglu and Ilsev (2009), Shin and Zhou (2003), which revealed that employees could work alone and have their work initiatives, without the need waiting for an order from the leader. Thus, Organizational Creativity that is created in a company is not always influenced by the Creative Behavior Leader. So, from the findings above, it can be concluded that there was a Research Gap.

Therefore, this study discusses the Research Gap adjustment by examining the direct relationship between Leader Creative Behavior and Organizational Creativity, and the possible mediating effects of Work Climate and Knowledge Sharing as a novelty. According to Schwepker and Hartline (2005), in an industry with rapidly changing trends and strong preferences and competition, more and more businesses have focused on organizational factors to stay competitive. One such organizational factor is Work Climate. Work Climate is very important in building long-term relationships with customers. This study is important to deepen our understanding of the effects of a Work Climate with the organization and commitment in an organization that its employees share about what is important in the organization and support each other in the organization. According to House & Aditya (1997), leaders play an important role in managing Knowledge Sharing in organizations. This study found how leaders grow Knowledge in organizations. According to Foss & Pederson (2002), to get effective results and gain competitive advantage, Knowledge Sharing is critical in organizations. Brown & Duguid (1991) say in this case, staff skills, selection for expertise, training for Knowledge is not enough. However, it should consider sharing expertise and Knowledge Sharing with others in need. Knowledge Sharing within, across teams, and among employees enables organizations to develop and use knowledge-based resources.

How important is the influence of the creativity of a leader with his subordinate organizations, one of them is through Work Climate in the organization and Knowledge Sharing directly between leaders and subordinates? This method is expected to be able to create opportunities for the success of corporate organizations through ideas and innovations carried out by the business leaders of the business. With the creativity possessed by a leader, it is expected that a leader can determine what business

strategies need to be implemented, one of which is through the work climate and Knowledge sharing to compete with other companies in the era of competitive global competition like today. According to Schwepker and Hartline (2005), In an industry characterized by rapidly changing trends and strong preferences and competition, more and more businesses have focused on organizational factors to stay competitive. Schwepker and Hartline (2005) say that one such organizational factor is Work Climate. Work Climate is very important in building long-term relationships with customers. This study is important to deepen our understanding of the effects of a Work Climate with the organization and commitment in an organization that its employees share about what is important in the organization, gain experience in their work, do good and support each other in their organizations. Effect of Work Climate on Organizational Creativity can be explained through statements of Ibrahim, Isa, and Shahbudin (2016), which states that when superiors provide an atmosphere of supportive creativity, the mood will be positively related to employee creativity. A positive mood increases confidence and different thoughts and contributes to creativity when working in an organization. A positive mood can be created, one of which is the support of leaders who add to the spirit of cooperation and a good Work Climate in an organization. A good work climate will make its employees always have positive energy. Positive moods can affect employee creative performance. Also, they can show attraction and enthusiasm to have other ideas to promote further creativity efforts. Therefore, a good Work Climate will also have an important impact on the level of organizational creativity. From this, it can be said that there is a positive relationship between Work Climate and organizational creativity.

As identified by Witherspoon, Bergner, Cockrell, and Stone (2013), Knowledge Sharing is an activity of sharing Knowledge for organizational success and is adopted as a survival strategy. According to Crossan, Lane, and White (1999), Knowledge Sharing can be defined as the transfer of Knowledge among individuals, groups, teams, departments, and organizations. Knowledge sharing between individuals is the process by which Knowledge possessed by someone is converted into a form that can be understood, absorbed, and used by other individuals. The use of the term sharing implies that the process of presenting individual Knowledge in that form can be used by others involving several conscious actions on the part of individuals who have Knowledge. According to Crossan, Lane, and White (1999), the Creative Behavior Leader will naturally have an open attitude towards his subordinates and share Knowledge among individuals, groups, teams, departments, and organizations through Knowledge sharing. If an organization often "shares" a lot of Knowledge, it will make its members connect and have high creativity. So that there is a good relationship between Knowledge Sharing with Organizational Creativity.

This research is useful to examine the role of Leader Creative Behavior as a predictor of Organizational Creativity. Creative leaders will provide creativity directly as a model and inspiration for their followers. This research was conducted in the furniture industry in Indonesia. The number of production activities will certainly have their problems in various sectors. This is because many employees have different characteristics,

and this study aims to determine how much the level of influence of the Leader Creative Behavior on Organizational Creativity through Work Climate and Knowledge Sharing between leaders and subordinates. Among them is the influence of the Creative Behavior Leader who creates product innovations and new provisions that train the creativity of its employees, Work Climate between the owner and the head of production and production labor so that production can be carried out, the relations between the production workers and sewing workers, the owner's relationship with the driver, to the relationship Owner Knowledge Sharing with Salesmen (Marketing) in marketing products so that the company can progress and develop.

LITERATURE REVIEW
Leader Creative Behavior
According to Gough (1979), Leader Creative Behavior is the attitude of a leader who tends to be open to new and unconventional experiences. The Creative Behavior Leader is also confident, motivated, ambitious, dominant, and impulsive. According to Hunter and Cushenbery (2011), a Leader is a factor that is considered essential to promote creativity in organizations. According to Anderson et al. (2014), Leader Creative Behavior is the thought of a leader to influence creativity by facilitating original thinking and new ideas.

According to Zhang & Bartol (2010), Encouragement for the Leader of Creative Behavior (also referred to as Creative Leader Behavior) relates to the actions of leaders who draw employee attention about the importance of being creative and helping employees maintain their creativity goals. According to Amabile (1996), Factors that influence Leader Creative Behavior include:
1. Leadership and work climate that gives rise to creativity.

The results of various studies indicate that the work climate is characterized by team member support, interpersonal safety, shared goals, and the exchange of viewpoints for creativity.
2. Creative and innovative team climate.

Namely marked with clear goals and give direction to members. Besides, the social environment is also needed to have team members with new ideas. The creative performance also requires group members to reflect on their tasks, goals, strategies critically.

Previous research from Gough (1979), several indicators discuss Leader Creative Behavior. The measurement indicators are as follows:
1. Leaders are open to new and unconventional experiences
2. The leader is willing to accept opinions or input from others
3. Leaders feel confident and think positive
4. The leader feels compelled to something new and ambitious
5. Leaders feel dominant and impulsive about something.

Organizational Creativity
Woodman, Sawyer, and Griffin (1993) try to develop the theory of Organizational Creativity, meaning that it reflects a creative understanding of the organization, which functions as a favorable environment for individuals or group creativity. According to Drazin, Glynn, and Kazanjian (1999), Organizational Creativity is an attempt to conceptualize organizational creativity as a multilevel phenomenon and as an essential step towards the study of processes. And we include the statement of Hargadon and Bechky (2006), conceptualizing Organizational Creativity as a moment of creativity that tends to arise accidentally and makes interaction in the organization.

According to Amabile (1988, 1996), Organizational Creativity focuses on perceptions of the work environment between individuals that affect performance on Organizational Creativity. Based on this model, Amabile identified indicators
1. Employees feel encouraged and supported by the organization
2. Employees get the encouragement of supervision from the organization
3. Employees have workgroup support
4. Freedom of opinion in the organization
5. Employees have received adequate resources in my organization
6. Employees get work challenges in the organization

Work Climate
According to Reichers & Schneider (1990), Work Climate can be seen as a shared perception of everything around here related to the principles, values, and norms that underlie an organization. Pleasant Work Climate increases employee motivation, which has a substantial impact on work people and performance. According to Clegg (2001), a pleasant Work Climate provides social support, shared goals, and instruments to deal with stress that will lead to higher job satisfaction.

According to Schaufeli & Bakker (2004), Work Climate is used to predict professional commitment and work value orientation that can increase employee commitment to their work. According to Anderson and West, 1998; Hulshegeretal., 2009; OldhamandCummings, 1996; Woodman et al., 1993, the results of various studies indicate that several indicators include:
1. Employees feel they have the support of team members
2. For Employees, Interpersonal safety, such as mutual understanding and mutual influence with each other is essential.
3. Employees feel they have set common goals in the Organization
4. For Employees, the exchange of viewpoints is significant for the occurrence of creativity

Knowledge Sharing
According to Lu, Leung, and Koch (2006), Knowledge Sharing is a discussion and exchange of Knowledge using different channels that have a leader efficiency in providing atmosphere, encouragement, and appreciation to employees.

According to House & Aditya (1997), leaders play an essential role in managing Knowledge Sharing in organizations. Monetary awards and recognition of creative leadership encourage Knowledge Sharing in organizations. According to Foss & Pederson (2002), in a dynamic economy and gaining a competitive advantage, Knowledge Sharing is vital in organizations.

According to Cabrera & Cabrera (2005), there are several measurement indicators, including:
1. Employees feel Knowledge Sharing through sharing opinions within the Organization.
2. Employees feel Knowledge Sharing through sharing ideas across teams in the company can have a positive impact.
3. Employees feel Knowledge Sharing through exchanging opinions among employees, which enables the

organization to exploit and use knowledge-based resources.

Relationship between the Creative Behavior Leader and Organizational Creativity

Shalley et al. (2004), stated several studies had discussed the possible relationship between leadership behavior and creativity at both the employee and organizational level. For example, Wang et al. (2010) found that leader support for ideas was positively related to employee creativity, and Zhang and Bartol (2010) concluded that leadership empowerment was crucial for employee creativity.

On the other hand, George and Zhou (2001) and Zhou (2003) concluded that the Leader Behavior Creative behavior is characterized by charisma, inspirational motivation, and intellectual stimulation related to employee creativity. Also, the quality of the relationship between leaders and subordinates must influence the creative performance of employees.

Supportive, inspirational, and uncontrolled leadership (Leader Creative Behavior) increases employee creativity. In addition to supportive leadership behaviors, leaders who directly expose their creativity among their employees will inspire their employees and, in that way, can increase creativity in their organizations. Thus, the mindset of leaders, preferences, work standards and creative activities can facilitate the mastery of followers' skills and work strategies that can enhance their creativity.

Several studies have supported such ideas. Tierney et al. (1999) found that a leader's creative problem-solving skills were positively related to the creative performance of group members. This finding is reflected in a qualitative study in which the capacity of the Leader Creative Behavior and technical skills are related to innovation in research and development laboratories. Based on this theory and limited evidence, it is concluded that the Creative Behavior Leader promotes creativity in their organizations.

H1: Leader Creative Behavior has a positive effect on Organizational Creativity.

Relationship between the Leader Creative Behavior and Work Climate

According to Hulshegeretal (2009), the results of various studies show that Work Climate, which is characterized by team members' support, interpersonal safety, shared goals, and exchange point of view, is very important for creativity to occur. According to the West (1990) model, creative and innovative Work Climate is demonstrated with clear and shared goals that provide focus and direction for the energy of its members. The creative performance also requires group members to critically reflect on their tasks, goals, strategies, and processes.

Empirical studies have suggested that leader behavior, such as leader clarity (West et al., 2003) and participatory leadership (Somech, 2006), are positively related to creative Work Climate, which in turn fosters actual creativity or innovation.

According to Somech (2006), Leader Creative Behavior has a positive effect on Organizational Creativity by promoting creative Work Climate. The enthusiasm of leaders who are creative and open to ways of thinking and playing new ideas can be transferred to the work environment so that the supporting climate is maintained. Furthermore, by presenting "strange" and original ideas, creative and open leaders can promote a high tolerance environment for offering various types of thoughts.

According to West et al. (2003), Besides, clarity of leaders is also needed in addressing openness to the ideas and suggestions of others. In this way, they can develop a bright climate characterized by a strong task orientation. High tolerance of views can also bring an open environment. Ultimately, it can promote the development of shared goals that employees consider essential and stimulate and make them want to work on creative solutions.

H2: Leader Creative Behavior has a positive effect on Work Climate.

Relationship between the Leader Creative Behavior and Knowledge Sharing

Leaders play an essential role in managing an organization's Knowledge Sharing. Liao's study (2008) states that employee perceptions and manager's expertise to behave in Knowledge Sharing with employees is positively related. In the process of coordination, the leader Behavior Creative Behavior will be the most effective leadership style. Hence, managers work with employees to set specific rewards, goals, and assignments by coordinating support from leaders and employees.

When a reward system is introduced to encourage employees for Knowledge Sharing in several organizations, the behavior of the Leader Creative Behavior will be a system that allows Knowledge Sharing and information to be shared efficiently throughout the organization.

As the study of Lu, Leung, and Koch (2006) states that Leader Creative Behavior significantly influences the choice, motivation, and ability of Knowledge Sharing.

Knowledge Sharing explains the discussion and exchange of Knowledge by using different channels that have a leader efficiency in providing atmosphere and encouragement and appreciation to employees. The structure and system that facilitates Knowledge Sharing between employees and leaders can be hypothesized as follows.

H3: Leader Creative Behavior has a positive effect on Knowledge Sharing.

Relationship between Work Climate and Organizational Creativity

According to Amabile (1996), the results of various studies indicate that Work Climate, which is characterized by team member support, interpersonal safety, shared goals, and exchange of viewpoints, is very important for Organizational Creativity to occur.

According to Mathisen and Einarsen (2004), emerging research shows that Work Climate plays an essential role in the process through which leadership influences Organizational Creativity. Thus, Work Climate can have a substantial impact on employee creativity with its effect on Organizational Creativity where employees work.

H4: Work Climate has a positive effect on Organizational Creativity.

Relationship of Knowledge Sharing with Organizational Creativity

The Tierney, Farmer, and Graen (1999) study state that creativity channeled through Knowledge Sharing between leaders and follower correlates. According to Redmond et al. (1993), The creativity performance of followers will be high when leaders contribute to feelings of self-efficacy and problem development. The study of Stembert and Lubart (1999) states that Knowledge Sharing supports creativity. Knowledge Sharing is considered as an information medium that enhances

decision making, learning, human performance at work, and problem-solving. Afuah (1998) also states that creativity and innovation require Knowledge gained through Knowledge Sharing. The study of Woodman et al. (1993) concluded that in addition to cognitive preferences and personality, relevant Knowledge is also essential for the Organizational Creativity process. Based on this, the following hypotheses can be drawn.

H5: Knowledge Sharing has a positive effect on Organizational Creativity.

Relationship between the Leader Creative Behavior and Organizational Creativity through Work Climate

According to Amabile (1996), various studies show Work Climate, which is characterized by team member support, interpersonal safety, shared goals, and exchange of viewpoints, is very important in the occurrence of Organizational Creativity. According to the West (1990) model, Work Climate is creative and innovative, which is characterized by clear goals and shared to provide focus and direction to the energy of members. Also, the social environment is considered safe to have team members who offer new ideas without fear of criticism. The creative performance also requires group members to reflect on their tasks, goals, strategies, and processes critically.

According to Mathisen and Einarsen (2004), emerging research shows that Work Climate plays a vital role in the process through which leadership influences Organizational Creativity. As such, leaders can have a substantial impact on employee creativity with its influence on Work Climate, where employees work. For example, the Amabile (1988) creativity model that proposes leader behavior contributes to Work Climate through mediation relationships, where leaders influence their followers on creativity. While several studies have examined the effect of specific leadership behaviors in building Work Climate that promotes creativity, there is a lack of studies that determine how a leader's creative behavior and personality can produce creative Work Climate. Perhaps, creative leaders have a positive effect on Organizational Creativity by promoting creative Work Climate.

H6: Leader Creative Behavior has a positively effect Organizational Creativity through Work Climate.

Relationship between the Leader Creative Behavior and Organizational Creativity through Knowledge Sharing

Liao's study (2008) states that employee perceptions and manager's expertise to behave through Knowledge Sharing with employees is positively related. In the process of coordination, the leader Behavior Creative Behavior will be the most effective leadership style. Hence, managers work with employees to set specific rewards, goals, and assignments by coordinating support from leaders and employees. Thus, Afuah (1998), states that creativity and innovation require new Knowledge gained through Knowledge Sharing. Woodman et al. (1993) also concluded that in addition to cognitive preferences and personality, relevant Knowledge is also crucial for the Organizational Creativity process, one of which is through Knowledge Sharing. Therefore, based on this, the following hypotheses are concluded;

H7: Leader Creative Behavior has a positive effect on Organizational Creativity through Knowledge Sharing.

RESEARCH METHOD AND MEASUREMENT

This research uses quantitative research with the method used is based on surveys. According to Neuman (2013, p. 49), survey-based research is a quantitative research method that will be asked to many people and their answer data will be stored. Data questions and answers will usually be stored in the form of questionnaires and questionnaires. In research using this survey method, variables will be measured using items. Then the results of the answers to these research questions will be stored and tested simultaneously (Neuman, 2013 p. 319). The population of this study is the leader of the furniture industry in Indonesia with a sampling process using a purposive sampling method, namely the sampling technique using specific considerations. This study determined that the criteria for respondents who have been working for more than one year. Processing and data analysis in this study using Smart PLS. for SEM Path Analysis. Measurement of Leader Creative Behavior uses indicators from Gough (1979), Organizational Creativity uses indicators from Amabile (1996), Work Climate uses indicators from Anderson and West (1998); Hulshegeretal (2009); Oldhamand & Cummings (1996); Woodmanet (1993), Knowledge Sharing uses indicators from Cabrera & Cabrera (2005).

RESULTS AND DISCUSSIONS

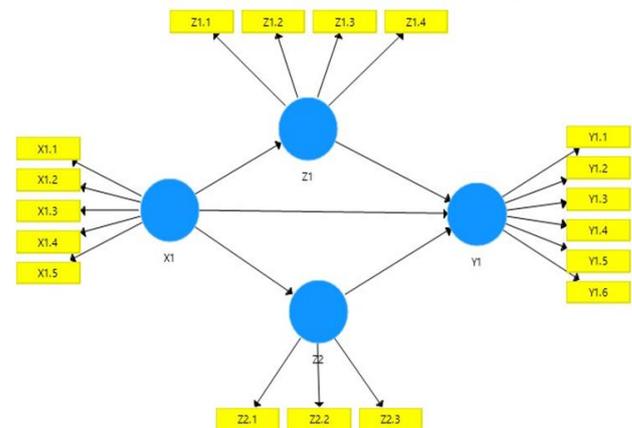The research model in this study can be seen in Figure 1.

Figure 1. Research Model

The validity test in this study was conducted to see the level of accuracy between the data generated and what happened to the research object; in this case, it can be seen through the data collected through a questionnaire. The validity test in this study was evaluated through two stages, namely, by using convergent validity and discriminant validity methods.

Testing the validity of the convergent validity method is done by looking at the value of the Average Variance Extracted (AVE) of each variable. According to Hair et al. (2013), the requirement to meet convergent validity, namely the loading value of each construct value> 0.70 and significant $p < 0.05$. However, the constructed value of 0.5-0.6 is still tolerated. If the AVE value of a variable shows a number greater than 0.5, then the variable is said to be valid. Testing the validity of each variable in this study can be seen in table 1.

Variables	AVE Values	Remarks
Leader Creative Behavior (X1)	0,637	VALID
Organizational Creativity (Y1)	0,634	VALID
Work Climate (Z1)	0,576	VALID
Knowledge Sharing (Z2)	0,826	VALID

Table 1. Convergent Validity

Discriminant Validity in reflective constructs can be seen in cross-loadings. According to Hair et al. (2013), The requirement for cross loading to meet Discriminant Validity is that cross loading to other constructs must be lower than the loadings of the construct. An indicator of a variable is said to have good discriminant validity when the indicator can measure the variable with higher correlations compared to other variables.

Tabel 2.

Cross Loadings

	X1	Y1	Z1	Z2
Z2.3	0,516	0,629	0,740	**0,887**
Z2.2	0,459	0,633	0,757	**0,922**
Z2.1	0,599	0,733	0,745	**0,918**
Z1.4	0,185	0,440	**0,620**	0,253
Z1.3	0,524	0,755	**0,795**	0,747
Z1.2	0,465	0,536	**0,701**	0,631
Z1.1	0,593	0,741	**0,892**	0,728
Y1.6	0,585	**0,704**	0,564	0,500
Y1.5	0,556	**0,739**	0,652	0,594
Y1.4	0,624	**0,863**	0,792	0,759
Y1.3	0,624	**0,846**	0,745	0,645
Y1.2	0,458	**0,773**	0,592	0,433
Y1.1	0,668	**0,840**	0,616	0,518
X1.5	**0,816**	0,553	0,501	0,414
X1.4	**0,666**	0,353	0,431	0,379
X1.3	**0,840**	0,619	0,471	0,538
X1.2	**0,870**	0,649	0,454	0,420
X1.1	**0,787**	0,714	0,584	0,537

Based on the results of cross-loadings in table 2, it can be seen that there is good discriminant validity. This is indicated by the value of the correlation between the item statement of the variable shows a higher value (the value is indicated in bold) compared to the value with other variables. Reliability test is used to show that the questionnaire of each variable that has been made is really good and reliable (Hair et al. (2013). In this study, reliability testing is done by looking at the value of composite reliability and Cronbach's alpha. The reliability value of each the indicator is said to be good if the composite composite value ranges between 0.6 - 0.7 (Sarstedt et al., 2017) and the Cronbach alpha value above 0.7 (Hair et al., 2013). The composite reliability and cronbach's alpha values of each variable can be seen in table 3.

Table 3. Reliability Test

Variables	Cronbach's Alpha	Composite Reliability	Remarks
Leader Creative Behavior(X1)	0,856	0,897	RELIABLE
Organizational Creativity (Y1)	0,883	0,912	RELIABLE
Work Climate (Z1)	0,754	0,842	RELIABLE
Knowledge Sharing (Z2)	0,895	0,935	RELIABLE

To evaluate the outer model in this study, two tests were used, namely the validity test and the reliability test, which can be seen in Figure 2.
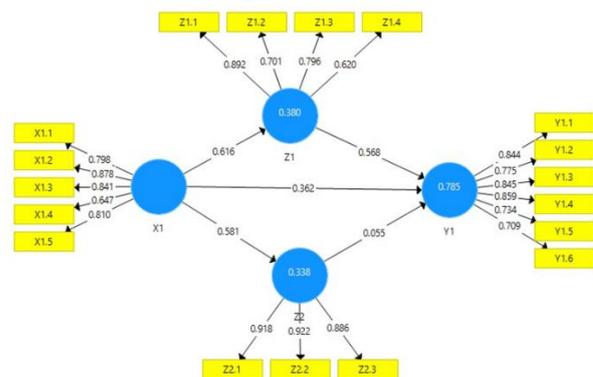

Figure 2. Outer Model

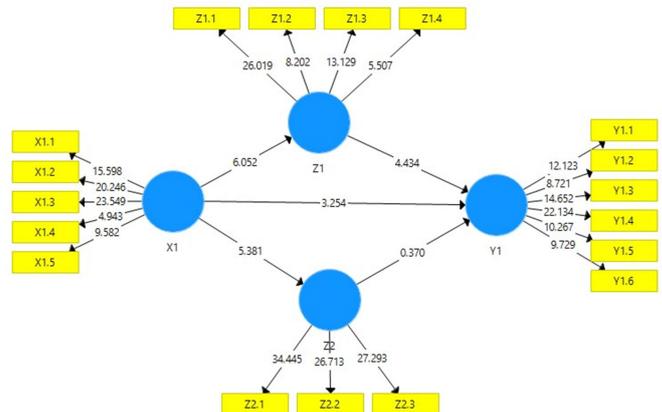Evaluation of inner models in this study can be seen in Figure 3.

Figure 3. Inner Model

R Square

The coefficient of determination is used to assess the number of endogenous variables, namely Organizational Creativity (Y1), Work Climate (Z1), and Knowledge Sharing (Z2), which can be explained by exogenous variables, namely the Creative Leader Behavior (X1). Usually, a good R square value range between 0 and 1 (Sarstedt et al., 2017). If the value of R square approaches 1, then there is a strong relationship. If the value of R square approaches 0, it can be said that there is a weak relationship. R square results in this study can be seen in table 4.

Table 4
R Square

Variable	R Square
Organizational Creativity (Y1)	0.785
Work Climate (Z1)	0,380
Knowledge Sharing (Z2)	0,338

Path Coefficients

The path coefficients are usually between -1 and +1. If the value approaches +1, then the relationship between the two variables will be stronger and vice versa (Sarstedt et al., 2017). The results of the path coefficients in this study can be seen in table 5.

Table 5.
Path Coefficients

	X1	Y1	Z1	Z2
X1	0,362		0,616	0,581
Y1				
Z1		0,568		
Z2		0,055		

Table 5 shows that each of the exogenous variables in this study has a path coefficient value between the numbers -1 and +1. This indicates that the exogenous variables in this study Leader Creative Behavior (X1) influence the endogenous variables in this study, namely Organizational Creativity (Y1), Work Climate (Z1), and Knowledge Sharing (Z2).

Hypothesis testing

Hypothesis testing in this study uses the bootstrapping method by looking at the t-statistics generated from each relationship between variables. If the t-statistic value shows a number> one-tailed t-table value, which is 1.645 and the value of P values <0.05, then Ho is rejected, and Ha is accepted and vice versa (Hair, 2013). The results of hypothesis testing in this study can be seen in table 6.

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Remarks
X1 → Y1	0,362	0,342	0,111	3,254	0,001	H1 Accepted
X1 → Z1	0,616	0,621	0,102	6,052	0,000	H2 Accepted
X1 → Z2	0,581	0,588	0,108	5,381	0,000	H3 Accepted
Z1 → Y1	0,568	0,575	0,128	4,434	0,000	H4 Accepted
Z2 → Y1	0,555	0,566	0,150	6,866	0,000	H5 Accepted
X1→ Z1→Y1	0,350	0,354	0,092	3,811	0,000	H6 Accepted
X1→ Z2→Y1	0,332	0,046	0,096	3,334	0,000	H7 Accepted
X1→Z1&Z2→Y1	0,682	0,400	0,188	7,145	0,000	H8 Accepted

Table 6 shows that the relationship between Leader Creative Behavior and Organizational Creativity is significant. This is indicated by the t-statistic value of 3.254> 1.645 and the P-value of 0.001 <0.05. The value of the original sample shows a positive relationship of 36.2%. This indicates that the Leader Creative Behavior variable influences 36.2% of the Organizational Creativity variable in this study. Thus, the H1 hypothesis, namely Leader Creative Behavior, has a positive effect on Organizational Creativity is accepted. Based on the theory of Shalley et al. (2004), stated several studies had discussed the possible relationship between leadership behavior and creativity at both the employee or organizational level. Ibrahim, Isa, and Shahbudin (2016) state that when superiors provide an atmosphere of supportive creativity, the mood will be positively related to employee creativity. They explained that negative attitudes encourage the identification of problems and dissatisfaction with the current situation that promotes the creation of opportunities. A positive mood increases confidence and different thoughts and contributes to creativity when working in an organization. For example, Wang et al. (2010) found that leader support for ideas was positively related to employee creativity, and Zhang and Bartol (2010) concluded that leadership empowerment is essential for employee creativity.

The relationship between the Creative Behavior Leader and Work Climate is significant. This is indicated by the t-statistic value of 6.052> 1.645 and the P-value of 0.000 <0.05. The value of the original sample shows a positive relationship of 61.6%. This indicates that the Leader Creative Behavior variable influences 61.6% of the Work Climate variable in this study. Thus, the H2 hypothesis, namely the Leader Creative Behavior, has a positive effect on Work Climate is accepted. According to Schwepker and Hartline (2005), in an industry with rapidly changing trends and strong preferences and competition, more and more businesses have focused on organizational factors to stay competitive. One such organizational factor is Work Climate. Work Climate is very important in building long-term relationships with customers. According to the West (1990) model, the creative and innovative Work Climate is demonstrated with clear and shared goals that provide focus and direction for the energy of its members. The creative performance also requires group members to reflect on their tasks, goals, strategies, and processes critically. According to West et al. (2003), Besides, clarity of leaders is also needed in addressing openness to the ideas and suggestions of others. In this way, they can develop a bright climate characterized by a strong task orientation. High tolerance of views can also bring an open environment. Ultimately, it can promote the development of shared goals that employees consider essential and stimulate and make them want to work on creative solutions.

The relationship between the Creative Behavior Leader and Knowledge Sharing is significant. This is indicated by the t-statistic value of 5.381> 1.645 and the P-value of 0.000 <0.05. The value of the original sample showed a positive relationship of 58.1%. This indicates that the Leader Creative Behavior variable has a positive effect of 58.1% on the Knowledge Sharing variable in this study. Thus, the H3 hypothesis, namely the Creative Behavior Leader, has a positive impact on Knowledge Sharing, was accepted. Leaders play an essential role in managing an organization's Knowledge Sharing. Liao Study (2008) states that employee perceptions and manager's expertise to behave in Knowledge Sharing with their employees is positively related. Like agency theory and social exchange, the approach shows the influence and relationship between management support and Knowledge Sharing. In the process of coordination, the leader Behavior Creative Behavior will be the most

effective leadership style. Hence, managers work with employees to set specific rewards, goals, and assignments by coordinating support from leaders and employees. The relationship between Work Climate and Organizational Creativity is significant. This is indicated by the value of the t-statistic of 4.434> 1.645 and the P-value of 0.000 <0.05. The value of the original sample shows a positive relationship of 56.8%. This indicates that the Work Climate variable has a positive effect of 56.8% on the Organizational Creativity variable in this study. Thus, the H4 hypothesis, namely Work Climate, has a positive impact on Organizational Creativity, is accepted. According to Schwepker and Hartline (2005), in an industry with rapidly changing trends and strong preferences and competition, more and more businesses have focused on organizational factors to stay competitive. One such organizational factor is Work Climate. Work Climate is very important in building long-term relationships with customers. According to Schwepker and Hartline (2005), in an industry with rapidly changing trends and strong preferences and competition, more and more businesses have focused on organizational factors to stay competitive. One such organizational factor is Work Climate. Work Climate is very important in building long-term relationships with customers. The relationship between Knowledge Sharing and Organizational Creativity is significant. This is indicated by the value of the t-statistic of 6.866> 1.645 and the P-value of 0.000 <0.05. The value of the original sample shows a positive relationship of 55.5%. This indicates that the Knowledge Sharing variable has a positive effect of 55.5% on the Organizational Creativity variable in this study. Thus, hypothesis H5, namely Knowledge Sharing, has a positive impact on Organizational Creativity, is accepted. The Tierney, Farmer, and Graen (1999) study state that creativity channeled through Knowledge Sharing between leaders and followers' correlates. According to Redmond et al. (1993), The creativity performance of followers will be high when leaders contribute to feelings of self-efficacy and problem development. Knowledge Sharing is considered as an information medium that enhances decision making, learning, human performance at work, and problem-solving.

The relationship between Leader Creative Behavior and Organizational Creativity through Work Climate is significant. This is indicated by the t-statistic value of 3,811> 1,645 and the P-value of 0,000 <0.05. The value of the original sample shows a positive relationship of 35.0%. This shows that the Leader Creative Behavior variable has a positive effect of 35.0% on the variable Organizational Creativity through Work Climate in this study. Thus, hypothesis H6, namely Creative Leader Behavior, has a positive effect on Organizational Creativity through Work Climate, is accepted. According to Schwepker and Hartline (2005), in an industry with rapidly changing trends and strong preferences and competition, more and more businesses have focused on organizational factors to stay competitive. One such organizational factor is Work Climate. Work Climate is very important in building long-term relationships with customers. Thus, it can be concluded that the Leader Creative Behavior variable influences Organizational Creativity through Work Climate. The relationship between Leader Creative Behavior with Organizational Creativity through Knowledge Sharing is significant. This is indicated by the value of the t-statistic of 3.334> 1.645

and the P-value of 0.000 <0.05. The value of the original sample shows a positive relationship of 33.2%. This indicates that the Leader Creative Behavior variable has a positive effect of 33.2% on the Organizational Creativity variable through Knowledge Sharing in this study. Thus, hypothesis H7, namely Creative Leader Behavior, has a positive effect on Organizational Creativity through Knowledge Sharing, is accepted. According to House & Aditya (1997), leaders play an essential role in managing Knowledge Sharing in organizations. This study found how leaders grow Knowledge in organizations. As the education of Lu, Leung, and Koch (2006) suggests, Leader Creative Behavior significantly influences the choice, motivation, and ability of Knowledge Sharing.

CONCLUSIONS
Attitudes that reflect the Leader Creative Behavior are one of the things that are important for them in creating the occurrence of Organizational Creativity. Also, organizations need to increase participation and determine their common goals to establish a positive work climate, including mutual care and increase Knowledge Sharing. For further research, it is expected that new research can look for other factors that can influence the variable Organizational Creativity because, in this study, not yet found any factors that can form Organizational Creativity individually per individual. For example, Organizational Creativity can be influenced by the level of knowledge possessed by an individual. An individual with a low level of Knowledge tends not to want to do creativity so that the individual's Organizational Creativity level is low. Along with other factors that need to be investigated in subsequent studies.

REFERENCES
1. Amabile, T.M. (1996), Creativity in Context, Westview Press, Boulder, CO In.*International Journal of Manpower* Vol. 33 No. 4, 2012 pp. 367-382 r Emerald Group Publishing Limited 0143-7720
2. Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assesing the work environment for creativity. *Academy of Management Journal*, 39(5), 1154-1184
3. Amabile, T.M. (1996), *Creativity in Context,* Westview Press, Boulder, CO.
4. Barron, F.B. and Harrington, D.M. (1981), "Creativity, intelligence, and personality", Annual Review of Psychology, Vol. 32, pp. 439-76. In.*International Journal of Manpower* Vol. 33 No. 4, 2012 pp. 367-382 r Emerald Group Publishing Limited 0143-7720
5. Cabrera, Á., Collins, W. C., & Salgado, J. F. (2006). Determinants of individual engagement in knowledge sharing. The *International Journal of Human Resource Management*, 17, 245–264.
6. Clegg A. (2001) Occupational stress in nursing: a review of the literature. *Journal of Nursing Management* 9, 101–106.
7. Crossan, M. M., Lane, H. W., & White, R. E. (1999). An organizational learning framework: From intuition to institution. *Academy of Management Review*, 24, 522–537.
8. Drazin, R., Glynn, M.A. and Kazanjian, R.K. (1999) Multilevel Theorizing about Creativity in Organizations: A Sensemaking Perspective. *Academy of Management Review*, 24, 286–307

9. Feist, G.J. (1998), "A meta-analysis of personality in scientific and artistic creativity", *Personality and Social Psychology Review*, Vol. 4 No. 4, pp. 290-309.

10. Feist, G.J. (1999), "Influence of personality on artistic and scientific creativity", in Sternberg, R. (Ed.), Handbook of Creativity, Cambridge University Press, Cambridge, pp. 273-96.

11. George, J.M. and Zhou, J. (2001), "When openness to experience and conscientiousness are related to creative behaviour: an interactional approach", *Journal of Applied Psychology*, Vol. 86 No. 3, pp. 513-24.

12. Gough, H.G. (1979), "A creative personality scale for the adjective check list", Journal of Personality and Social Psychology, Vol. 37 No. 8, pp. 1398-405 In.*International Journal of Manpower* Vol. 33 No. 4, 2012 pp. 367-382 r Emerald Group Publishing Limited 0143-7720

13. Gumusluoglu, L., and A. Ilsev. 2009. "Transformational Leadership, Creativity, and Organizational Innovation." *Journal of Business Research* 62 (4): 461–73.

14. Hargadon, A.B. and Bechky, B.A. (2006) When Collections of Creatives Become Creative Collectives: A Field Study of Problem Solving at Work. *Organization Science*, 17, 484–500.

15. Hunter, S.T., & Cushenbery, L. (2011). Leading for innovation: Direct and indirect influences. *Advances in Developing Human Resource*, 13(3), 248-265

16. Hulsheger, U.R., Anderson, N. and Salgado, J.F. (2009), "Team-level predictors of innovation at work: a comprehensive meta-analysis spanning three decades of research", *Journal of Applied Psychology*, Vol. 94 No. 5, pp. 1128-45.

17. Ibrahim, Isa dan Shahbudin (2016), in Journal Leadership Style in Relation to Organizational Change and Organizational Creativity, NONPROFIT MANAGEMENT & LEADERSHIP, vol. 24, no. 1, Fall 2013

18. Jaussi and Dionne (2003) in Journal Leadership Style in Relation to Organizational Change and Organizational Creativity, NONPROFIT MANAGEMENT & LEADERSHIP, vol. 24, no. 1, Fall 2013

19. Jung, D. I., and B. J. Avolio. 2000. "Opening the Black Box: An Experimental Investigation of the Mediating Effects of Trust and Value Congruence on Transformational and Transactional Leadership." *Journal of Organizational Behavior* 21 (8): 949–64.

20. Liao, H. and Chuang, A. (2007), "Transforming service employees and climate: a multilevel, multisource examination of transformational leadership in building long-term service relationships", *Journal of Applied Psychology*, Vol. 92 No. 4, pp. 1006-19.

21. Mathisen, G.E. and Einarsen, S. (2004), "A review of instruments assessing creative and innovative environments within organizations", *Creativity Research Journal*, Vol. 16 No. 1, pp. 119-40.

22. McCrae, R.R. and Costa, P.T. (1997), "Conceptions and correlates of openness to experience", in Hogan, R., Johnson, J. and Briggs, S. (Eds), *Handbook of Personality Psychology*, Academic Press, San Diego, CA, pp. 825-47.

23. Memon, M. A., Ting, H., Ramayah, T., Chuah, F., & Cheah, J. H. (2017). A review of methodological misconceptions and guidelines related to the application of structural equation modeling : An

malaysian scenario. *Journal of Applied Structural Equation Modelling, 1*(1), 1-13.

24. Mumford, M.D., Scott, G.M., Gaddis, B. and Strange, J.M. (2002), "Leading creative people: orchestrating expertise and relationships", The Leadership Quarterly, Vol. 13 No. 6, pp. 705-50

25. Neuman, W. L (2013). Social research methods: Qualitative and quantitative approaches (7th ed). Harlow: Pearson Education Limited.

26. Reichers A.E. & Schneider B. (1990) Climate and culture: an evolution of constructs. In *Organizational Climate and Culture (*B. Schneider ed.), pp. 5–39. Jossey-Bass, San Francisco, CA

27. Sarstedt, M., Ringle, C. M., & Hair, J. F. (2017). Partial least square: Structural equation modeling. In C. Homburg, M. Klarmann, & A. Vomberg, *Handbook of Marketing Research.* Springer, Cham

28. Shalley and Perry-Smith (2001), in Journal Leadership Style in Relation to Organizational Change and Organizational Creativity, NONPROFIT MANAGEMENT & LEADERSHIP, vol. 24, no. 1, Fall 2013

29. Schaufeli W.B. & Bakker A.B. (2004) Job demands, job resources and their relationship with burnout and engagement: a multi-sample study*. Journal of Organizational Behavior* 25, 293–315.

30. Schwepker, C.H., Hartline, M.D., 2005. Managing the ethical climate of customer-contact service employees. J. Serv. Res. 7 (4), 377–397.

31. Wang, P. and Rode, J. (2010), "Transformational leadership and follower creativity: the moderating effects of identification with leader and organizational climate", Human Relations, Vol. 63 No. 8, pp. 1105-28 In.*International Journal of Manpower* Vol. 33 No. 4, 2012 pp. 367-382 r Emerald Group Publishing Limited 0143-7720

32. West, M.A. (2003), "Innovation implementation in work teams", in Paulus, P.B. and Nijstad, B.A. (Eds), Group Creativity, Oxford University Press, New York, NY, pp. 245-76.

33. Witherspoon, C. L., Bergner, J., Cockrell, C., & Stone, D. N. (2013). Antecedents of organizational knowledge sharing: *A meta-analysis and critique*. Journal of Knowledge Management, 17, 250–277.

34. Woodman, R.W., Sawyer, J.E. and Griffin, R.W. (1993) TowardaTheoryofOrganizationalCreativity. *Academy of Management Review*, 18, 293–321.

35. Woodman, R.W., Sawyer, J.E. and Griffin, R.W. (1993), "Toward a theory of organizational creativity", Academy of Management, Vol. 18 No. 2, pp. 293-321.

36. Zhang, X.M. and Bartol, K.M. (2010), "Linking empowering leadership and employee creativity: the influence of psychological empowerment, intrinsic motivation, and creative process engagement", Academy of Management Journal, Vol. 53 No. 1, pp. 107-28.