

SHAPING CREATIVE PERFORMANCE IN THE DISRUPTIVE ERA: STRATEGIC HUMAN RESOURCES PERSPECTIVE

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ABSTRACT

Employee creativity becomes a significant capital in improving organizational performance. At this time people demand all their needs must be fast and practical, even to the planning of important events for their lives such as marriage, birthday parties or other celebrations. Because of these demands, the Event Organizer emerged. Employees need to share knowledge so that they can be captured and appropriately implemented. Building this atmosphere requires a leadership role. This study aims to determine the effect of knowledge sharing on creative performance through absorptive capacity and leader-member exchange in the event organizer industry. This study had a sample of 150 respondents taken by purposive sampling method. Data were analyzed quantitatively using PLS. The results showed that knowledge sharing affected creative performance, leader-member exchange affected creative performance and work as a mediating variable. Then, absorptive capacity does not affect creative performance and does not work as a mediating variable.

Keywords: Knowledge sharing, absorptive capacity, leader-member exchange, creative performance, event organizer.

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INTRODUCTION

The creativity given by individuals to organizations becomes an essential capital in improving organizational performance (Simmons & Sower, 2012). In the business world, employees need to develop ideas in finding newness for the survival of the company (Sharifirad, 2016; Song, Wu, & Gu, 2017). The "out of the box" thinking of employees who help companies to get support from and changes that occur in the business world is called creative performance (Darvishmotevali, Altinay, & De Vita, 2018; De Stobbeleir, Ashflord, & Buyens, 2011). Because the creativity and knowledge of employees will determine the company's performance, this makes it necessary for employees to share knowledge with colleagues to develop their knowledge, and this is what is known as knowledge sharing (Sigala & Chalkiti, 2015).

According to several studies that have been conducted, sharing knowledge with colleagues (sharing knowledge) is positively related to the creative performance of employees (Sharifirad, 2016; Khan & Khan, 2019; Hussain, Konar, & Ali, 2016). However, recent research that revealed this knowledge sharing had no relationship to creative performance (Kuo & Young, 2008; McAdam, O'Hare, & Moffett, 2008). Therefore, this research will be further studied to resolve the research gap through strategic human resource concepts.

The ability to speak and the knowledge acquired by a person is called absorption (Cao & Ali, 2018). Absorption capacity can be developed using employees looking for existing knowledge in the company or new knowledge and becoming racial from outside the company (Men, Fong, Luo, & Zhong, 2017). In some of the previous studies, absorptive capacity was able to turn into a mediating ability for creative performance (Cao & Ali, 2018; Men, Fong, Luo, & Zhong, 2017).

Besides, the role of a leader is critical in efforts to create employee creativity, because leadership patterns can encourage employees to think more creatively (Shal-ley, Gilson, & Blum, 2009; Thundiyil, Chiaburu, Li, & Wagner,

2016). One of them is a two-way leadership pattern called leader-member exchange (LMX) is a leadership based on trust and mutual respect between leaders and followers. The scientists observed that LMX could be a mediating variable for creative performance (Liao & Chen, 2018; Audenaert, Decramer, & George, 2016).

Previous studies have not been conducted to see how the role of leader-member exchange and absorptive capacity are simultaneously used to mediate knowledge sharing on creative performance. Therefore this research is expected to provide novelty for the development of science.

In this modern world, people demand that all their needs be met quickly and practically, even for planning important events for their lives such as weddings, birthday parties, or other celebrations. Because of this demand, an industry called event organizer (EO) emerged. Event organizers are people who move in an organization that organizes events from planning until the event is completed (Keizer, 2011). Event organizers also have several types, including party and MICE (meeting, incentive, convention, exhibition). EO has become one of the drivers of the economy in Indonesia and has even reached 4,000 business people with the absorption of a formal workforce of around 40,000 people. It is predicted that the growth of this industry will reach approximately 15% to 20% in the coming years (Richard, 2019). One of the keys to the success of an event organizer in running the task is when looking for references about what events are following the wishes of consumers, and EO must also think creatively in organizing events to support better results (Stettler, 2011). Therefore, workers at EO need knowledge and even high creativity, so EO is suitable to be the object of this research.

Based on the above background, the formulation of the problem in this study is how the role of absorptive capacity and leader-member exchange in mediating

knowledge sharing of creative performance in the event organizer business.

LITERATURE REVIEW

Knowledge sharing is a process where there are two people exchanging knowledge (explicit and implicit) that are mutually beneficial, and then they combine that knowledge to form new knowledge. Knowledge sharing is a significant element of learning, this behavior results in learning that is mutually beneficial between the two parties involved (Shar-afirad, 2016; Khan & Khan, 2019; Hussain, Konar, & Ali, 2016).

Absorptive capacity can be defined as a person's ability to see new knowledge and be able to combine his knowledge, which is then applied to the company. An absorptive capacity is also a form of learning for employees to utilize the information they get (Cao & Ali, 2018; Men, Fong, Luo, & Zhong, 2017).

LMX is a leadership style that contains a two-way (dyadic) relationship between leaders and employees that continues to develop in line with the interaction carried out by both. A good LMX relationship is characterized by leaders who give attention and value to their associates, so that because they feel valued by their superiors, they will provide the best performance following what is needed by the organization (Liao & Chen, 2018; Audenaert, Decramer, & George, 2016).

Creative performance can be interpreted as a person's ability to create ideas to solve a problem; ideas can be obtained from the process of interaction with the surrounding environment. One's creativity can come from pre-existing knowledge or ideas and be redeveloped to become new knowledge or ideas (Darvishmotevali, Altinay, & De Vita, 2018; De Stobbeleir, Ashflord, & Buyens, 2011).

The relationship between knowledge sharing on creative performance.

Knowledge sharing has a relationship to creative performance because, with the exchange of information and knowledge, it will cause employees in a company will have a lot of knowledge to develop into a new idea (Sharifirad, 2016; Khan & Khan, 2019). With a high level of knowledge sharing in a company, there will also be a high level of creative performance in a company.

H1: Knowledge sharing influences creative performance

The relationship between knowledge sharing on absorptive capacity

Knowledge sharing has a relationship to absorptive capacity because often, an employee provides knowledge to other employees, will increase their learning ability, and motivate them to improve their knowledge. (Men, Fong, Luo, & Zhong, 2017). By doing knowledge sharing, employees will become accustomed to absorbing information and applying it to a company (Liao & Chen, 2018).

H2: Knowledge sharing influences absorptive capacity

The relationship between knowledge sharing on leader-member exchange

Knowledge sharing has a relationship with the leader-member exchange (LMX) because by starting the habit of an employee to share their knowledge with other

employees or their supervisors, trust occurs between the leader and his employees so that a supportive and mutual relationship can be established between both. Because the basis of LMX theory is the relationship of trust between the leader and his subordinates, so increasing confidence through knowledge sharing behavior will increase LMX. (Liao & Chen, 2018).

H3: Knowledge sharing influences leader-member exchange (LMX)

The relationship between absorptive capacity on creative performance

Absorptive capacity has a relationship to creative performance because with so much knowledge and ideas obtained by an employee will result in him having a lot of available ideas to be developed into creativity that can improve company performance (Pavlou & El Sawy, 2006; Cao & Ali, 2018). So that the increase in one's absorptive capacity will increase one's creativity to make ideas for better company performance.

H4: Absorptive capacity influences creative performance.

The relationship between leader-member exchange and creative performance

Leader-member exchange (LMX) has a relationship to creative performance because with a leader who is close to his subordinates will make an employee feel comfortable and motivated to give the best to the company through the ideas they find. A company that has a good LMX will cause employees to feel challenged to think creatively to achieve the targets expected by the company and their superiors. (Audenaert, Decramer, & George, 2016; Liao & Chen, 2018).

H5: Leader-member exchange (LMX) influences creative performance

Absorptive capacity as the mediating variable

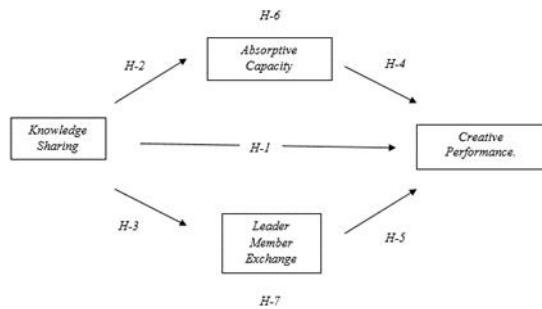
Absorptive capacity can become an intervening variable between knowledge sharing and creative performance because such dimensions are owned by absorptive capacity (acquisition, assimilation, transformation, exploitation) of knowledge to influence company performance (Zahra & George, 2002). With knowledge sharing, employees who have a functional absorption capacity will develop it into a new idea (Men, Fong, Luo, & Zhong, 2017), because these employees already have a lot of ideas available that they can use to become a new idea.

H6: Absorptive capacity can be an intervening variable between knowledge sharing and creative performance

Leader-member exchange as a mediating variable

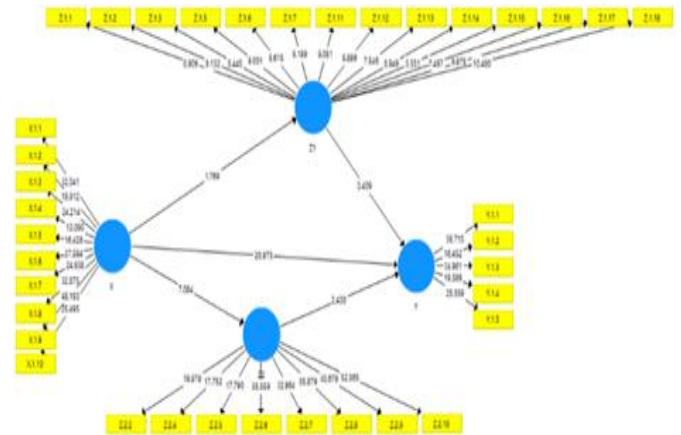
Leader-member exchange (LMX) can be an intervening variable between knowledge sharing and creative performance, because like the basis of LMX is a trust between leaders and subordinates, with knowledge sharing will increase trust between leaders and their associates so that LMX also increases (Audenaert, Decramer, & George, 2016). With the increase of LMX in a company, it will create a supportive and mutually motivating work environment to develop ideas and creativity for the sake of sustaining company performance (Liao & Chen, 2018).

H7: Leader-member exchange (LMX) can be an intervening variable between knowledge sharing and creative performance



Picture 1. Research Framework

Source: Hooff & Ridder (2004); Maslyn & Liden (1998); Zahra & George (2002); Wang & Netemeyer (2004)



Picture 2. Inner Model PLS

RESEARCH METHODS

This research is a quantitative study with a population of people who have worked in an event organizer. This study uses a non-probability sampling technique that is purposive sampling, with criteria still active in the event organizer for the past year. The number of sampling in this study was 150 respondents based on the Lemeshow formula.

Data collection methods in this study used a research questionnaire. The research questionnaire used a score of 1-10, where 1 stated strongly disagree and 10 stated strongly agree. This research uses PLS path analysis technique (SEM).

Measurement of the knowledge sharing variable was adapted from the Hooff & Ridder scale (2004), the absorptive capacity variable was adapted from Zahra & George (2002), the leader-members exchange variable was adapted from the Maslyn & Liden scale (1998), and Wang & Netemeyer (2004).

FINDINGS AND DISCUSSION

The relationship between variables is said to affect if it has a higher t value of 1.96, so according to the results of the analysis of table 1 knowledge sharing has an influence on the creative performance and leader-member exchange, as well as the leader-member exchange, has an influence on the creative performance. Whereas knowledge sharing does not affect absorptive capacity and absorptive capacity has no influence on creative performance.

Table 1. Path Analysis Test

Hubungan	Koefisien Jalur (Path)	t statistic
KS -> CP	0,817	20,593
KS -> AC	0,161	1,874
KS -> LMX	0,473	7,120
AC -> CP	0,017	0,405
LMX -> CP	0,112	2,365

In Picture 2, it explained that knowledge sharing (X) has a significant positive effect on creative performance (Y). Therefore, the first hypothesis (H1), which states that knowledge sharing influences on creative performance, is accepted. If an event organizer has high knowledge sharing, it is likely to be followed by high creative performance, because the exchange of information and knowledge will cause employees in a company to have a lot of knowledge for them to develop into a new idea (Sharifirad, 2016; Khan & Khan, 2019).

Knowledge sharing (X) is not significant towards absorptive capacity (Z1). Therefore, the second hypothesis (H2), which states that knowledge sharing influences on absorptive capacity, is rejected. Knowledge sharing is not strong enough to bring up the ability to retrieve information in the event organizer industry. The results of this study are not following the results of previous studies (Pavlou & El Sawy, 2006; Cao & Ali, 2018) that knowledge sharing affects the absorptive capacity. But these results are consistent with the research (Jansen, Van Den Bosch, & Volberda, 2005) sharing knowledge in making decisions or socializing corporate tactics to coworkers has a negative relationship with absorptive capacity.

Knowledge sharing (X) has a significant positive effect on leader-member exchange (Z2). Therefore, the third hypothesis (H3), which states that knowledge sharing has an influence on the leader to exchange, is accepted. Employees at event organizers who share knowledge will result in the emergence of trust between superiors and subordinates in the event organizer so that a supportive and trusting relationship exists between the two (Liao & Chen, 2018). This mutual trust and supportive nature is the basis of the theory of leader-member exchange.

Absorptive capacity (Z1) is not significant on creative performance (Y). Therefore, the fourth hypothesis (H4), which states that absorptive capacity influences creative performance, is rejected. Absorptive capacity is not strong enough to bring up creative performance in the event organizer industry. This is not following previous research (Pavlou & El Sawy, 2006; Cao & Ali, 2018) that absorptive capacity influences creative performance, so this issue is exciting to be raised in further research.

Leader-member exchange (Z2) has a significant positive effect on creative performance (Y). Therefore, the fifth hypothesis (H5), which states that the leader-member exchange influences creative performance, is accepted. A good relationship between employees and their superiors will result in the workers in the event organizer industry feeling comfortable and can generate new ideas for the

event organizer. The results of this study are consistent with the results stated by (Liao & Chen, 2018; Audenaert, Decramer, & George, 2016) that leader exchange members influence creative performance.

Table 2. Indirect Effect Test

Hubungan	t statistic
KS -> AC -> CP	0,318
KS -> LMX -> CP	2,178

The results show that knowledge sharing will not have a significant effect on creative performance if through absorptive capacity because the t-statistic value is 0.318 (<1.96). Whereas knowledge sharing will have a significant effect on the creative performance if through a leader-member exchange because the t-statistic value is 2.178 (> 1.96).

Therefore it can be explained that Knowledge sharing (X) is not significant on creative performance (Y) through absorption capacity (Z1) as a mediating variable, so the sixth hypothesis (H6) states that knowledge sharing influences creative performance through absorption capacity, rejected. This is not in line with previous research (Men, Fong, Luo, & Zhong, 2017) that absorptive capacity can be a variable mediating between knowledge sharing and creative performance, so this issue is exciting to be raised in further research.

Knowledge sharing has a significant positive effect on creative performance (Y) through the leader-member exchange (Z2) as a mediating variable. Therefore, the seventh hypothesis (H7), which states that knowledge sharing has an influence on creative performance through the leader-member exchange as an intervening variable, is accepted. The results of this study are consistent with the research (Audenaert, Decramer, & George, 2016), which says that leader-member exchanges can become a mediating variable between knowledge sharing and absorptive capacity.

CONCLUSIONS

The results of the analysis show that creative performance is influenced by knowledge sharing, leader-member exchange, or knowledge sharing through the leader-member exchange as a mediating variable. Whereas creative performance cannot be influenced by absorptive capacity, nor absorptive capacity as a mediating variable between knowledge sharing and creative performance. Finally, knowledge sharing can affect leader-member exchange, but knowledge sharing cannot affect absorptive capacity.

Employees can understand the importance of sharing information that is owned by colleagues because with the frequent exchange of knowledge, and it will have many references in preparing for a task ahead. Although the research states that there is no significant relationship between absorptive capacity and creative performance, there is no harm in increasing the ability to recognize knowledge because, in other business areas, the expertise of absorptive capacity may be needed.

Besides, employees need to understand the importance of building a comfortable working atmosphere for the leader because by creating a favorable atmosphere for both parties, a two-way relationship will emerge between the leader and followers that is useful for increasing organizational success.

Therefore it can be concluded that a person's creativity can grow in various ways, and some of the ways in this research are by sharing information and also a two-way relationship between leaders and followers.

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