

Promoting Employee Creativity: The Practices Of Transformational Leadership, Knowledge Sharing, And Task Conflict Behaviour On Start-Up Business In Indonesia

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Promoting Employee Creativity: The Practices Of Transformational Leadership, Knowledge Sharing, And Task Conflict Behaviour On Start-Up Business In Indonesia

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ABSTRACT

Changes in time and technology cause very rapid development, so it also happens in the business world, especially business start-ups. These developments led leaders to think of preparing a business start-up that was being pioneered in the face of these rapid changes. Employee Creativity is a problem that significantly influences the running of a business start-up. Transformational Leadership is believed to have an extraordinary impact on the development of creativity. Applying the right leadership pattern according to needs will result in better performance, but a supportive work environment will help maximize the role of the leader. This research contributes to completing the research gap of previous studies of Transformational Leadership on Employee Creativity that has different results. The novelty of this research is to combine the concepts of Knowledge Sharing and Task Conflict Behavior as mediations that are believed to be able to optimize the role of a transformational leader resulting in higher employee creativity. The population of this research is the start-up business leaders in Indonesia. The data analysis method used was the Structural Equation Model. The results of this study prove that there is a significant relationship between Transformational Leadership with Employee Creativity and Knowledge Sharing, then Knowledge Sharing has a significant effect on Employee Creativity. At the same time, Transformational Leadership has no significant effect on Task Conflict Behavior, and Task Conflict Behavior does not significantly influence Employee Creativity. Mediation test results show that Knowledge Sharing acts as a mediator between Transformational Leadership and Employee Creativity, while Task Conflict Behavior is not as significant as a mediator.

Keywords: Transformational Leadership, Employee Creativity, Knowledge Sharing, Task Conflict Behavior, Start-up Business

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INTRODUCTION

Employee Creativity is often a separate issue for every company, and often the Employee Creativity development within a company is not well facilitated by the management or leaders of the company. Employee Creativity is a picture of the character of a worker who is creative in carrying out his work or briefly is a worker who does something in a different way. Still, a character must be built from habits that are done. When looked more in-depth, the definition of creativity is the process of creating something new whether it is visible or not that can provide more benefits to the organization (Cummings & Oldham, 1996; Shalley et al., 2004; Amabile, 1988; Ford & Gioia, 2000; Madjar et al., 2002). The leadership style is essential in determining how followers can perform creatively so that the achievement of the goals of an organization can be achieved. Leadership styles vary widely and vary according to the needs of an organization, for example, transactional leadership that emphasizes the process of achieving goals and managing human resources that require transactions between

management and company members, authoritarian leadership that emphasizes compliance with orders from superiors or centered on leaders, synergistic leadership that creates synergies in the process of achieving goals and managing human resources, as well as many other leadership styles that can be applied according to the needs of the process of completing the purposes of a company. Each leadership style certainly has advantages and disadvantages, based on the strengths and weaknesses, and this research will focus on transformational leadership styles. Transformational Leadership is a leadership style that develops management processes that not only focus on performance or relationships due to tasks within the company, but make the company able to build relationships with employees within the company, as well as assist employees in developing themselves through the process of encouraging and developing emotionally. obtained from the example and inspiration of its leaders. The process to support the development of Employee Creativity receives very strong support from Transformational Leadership. Still, it cannot be separated from the influence of

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fellow employees in a company that can interact with each other in creating better ideas in the process of achieving the goals of a company. Therefore, in maximizing the role of each employee to generate ideas and suggestions that are better for ignoring Employee Creativity, it is necessary to have a difference that can induce the workers in the company to convey ideas continuously, ideas and input which can help the Employee Creativity development process (Bass, 1985; Bass & Riggio, 2010; Northouse, 2010; Podsakoff et al., 1990). Transformational Leaders make employees produce new creativity with a variety of approaches that are following the wishes of employees, and it is supported by the company (Kark & Van Dijk, 2007; Shin & Zhou, 2003).

Previous studies have proven that there is a significant influence between the relationship between Transformational Leadership and Employee Creativity (Gumusluoglu & Ilsev, 2009; Jyoti & Dev, 2015). However, the opposite results show that the relationship between Transformational Leadership and Employee Creativity is not significant (Bae, Song, Park & Kim, 2013). The existing research gap resulted in the re-examination of the relationship between Transformational Leadership and Employee Creativity. Still, this research will involve the concept of Task Conflict Behavior and Knowledge Sharing as a novelty in research.

Conflict is often seen as something that will destroy, but if explored more in-depth, the conflict often actually brings a positive impact that makes improvements can be better done. Conflicts can occur anywhere and without exception in the workplace or workplace. Conflict in the workplace needs to be perceived not as a conflict due to personal matters, but in this context, it is a matter of work in an effort to achieve goals and better performance. Conflicts in this work often occur because of behaviors that cause differences that arise in every member of the company in the process of achieving the goals of a company. The conflict is better known as Task Conflict Behavior (Jehn, 1995). Task Conflict Behavior influences the development of Employee Creativity of a company, and Task Conflict Behavior supports the occurrence of varied and varied thoughts so that the existing theories and ideas can be shared to solve problems related to work (Paletz & Schunn, 2010).

Task Conflict Behavior occurs and causes the existence of diverse thoughts and ideas, and this causes a long process of Knowledge Sharing.

Knowledge Sharing occurs as a result of arguments that arise in a team so that someone indirectly begins to share their way of thinking and knowledge to others and will help equip one's knowledge. As a result, with the knowledge gained from other people, more profound knowledge arises in a matter and can increase a person's ability to do something different because of the knowledge they have, or simply because they already have more knowledge, then what they do will be different from other people. Therefore, a good Knowledge Sharing process will actually cause an increase in Employee Creativity in a company, as a result of the knowledge gained. Knowledge Sharing can make someone from new knowledge about a thing (Vanden Hooff & De Ridder, 2004). The Knowledge Sharing process can produce a learning environment within the organization to be more productive and efficient because, with a good Knowledge Sharing process, the company does not need to incur high costs in equipping someone to gain knowledge of a matter. Beckman (1999) says that with adequate information or data, an individual's ability will develop, be it performance, the ability to decide on something, and make the individual more creative because creativity requires new knowledge or information.

The times and technology, as well as globalization, have made progress in all fields very uncertain and fluctuating. As

is the case with the business world and the economy, enormous changes have taken place in business. The business develops very rapidly, and even it is inevitable that new business models often appear unnoticed. The addition of businesspeople and entrepreneurs has led to growth in the economy and even the development of a country. The event also supports the presence of a business start-up, a business start-up business that consists of three main criteria which three criteria must be possessed by a business before it can be said to be a business start-up, the three categories are new, active, and independent (Luger & Koo, 2005). Data from the Indonesian Creative Economy Agency released on the start-up business development in 2018, recorded several regions that have a considerable number of start-up businesses, namely, Jakarta, Bogor, Depok, Tangerang, Bekasi as many as 522 start-ups (52.62%), Sumatera 115 (11.53%), East Java 113 (11.39%), Yogyakarta 54 (5.44%), West Java 44 (4.44%), Sulawesi 34 (3, 43%), Bali and West Nusa Tenggara 32 (3.23%), Central Java 30 (3.02%), Kalimantan 24 (2.42%) and other areas of unknown location as many as 24 (2.42%). The development of individual abilities that are focused on developing creativity to be used as a competitive advantage also needs to be a particular concern as well as a problem that needs to be faced by start-up businesses. The empowerment of Indonesia's human resources is still in the middle level, where this year, the Human Development Index (HDI) increased 0.82% to 71.39% (Lingga, 2019). In fact, the assessment of the Global Creativity Index or the global creativity index in Indonesia in 2015, noted that Indonesia ranked 115 out of 139 countries (Katadata, 2016). The above problems form the basis of research on business start-up development and employee potential improvement, where the focus is on developing the creativity of these employees.

In previous studies, it was found that useful leadership patterns for start-up businesses are to use transformational leadership patterns, where leaders will use their energy to create creative environments and empower their members so that they can contribute and perform creatively, which will have an impact on the success of the business start-up. Therefore in this start-up, business research will use the context of transformational leadership (Reid, Anglin, Baur, Short, & Buckley, 2018; Sheehan, Garavan, & Morley, 2020; You & You, 2019; Zuraik, 2017).

LITERATURE REVIEWS

TRANSFORMATIONAL LEADERSHIP

Transformational leadership, a leadership concept that was introduced by Downton in 1973. The concept of Transformational Leaders emerged as a result of differences in Transactional Leadership, where Transactional Leadership focused on respecting employees, Transformational Leadership was focused on improving employee and leader relationships (Bass, 1985). The latest research by Bai, Lin, and Li in 2016, which cites from the results of Bass (1985), Li, Bai & Xi (2012), Wang & Howell (2010), defines Transformational Leadership as a way or style in leading applied by a leader by making his employees feel motivated, inspired and motivated by a desire to achieve the goals to be completed and make employees interested in what will be achieved, then make employees with their interests produce a collective work pattern (Bai, Lin & Li, 2016). A Transformational Leader seeks to build independence from his followers or employees, autonomy, and independent action or encouragement is a definite asset to create a team that has optimal performance. Transformational Leadership has four important indicators, four indicators, including idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Bass & Ovolio,

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1994). Transformational Leadership makes employees have a better attitude and emotions that are full of enthusiasm at work (Bass & Riggio, 2010; Northouse, 2010; Podsakoff et al., 1990). Transformational Leadership can have a significant influence on the formation of a cooperative environment that can work together based on respect for each of its colleagues (Avolio & Gibbons, 1988; House, 2004).

EMPLOYEE CREATIVITY

Creativity is a capital that is needed for an organization, and in addition to generating ideas, creativity is also a competitive advantage for companies (Sosik et al., 1999). Creativity is an ability that is in a person that can be used for the process of generating ideas or new ideas that can help companies to process the problems that arise in the company effectively and efficiently (Amabile, 1983, 1988; Gong et al., 2009). Employee Creativity is also a fundamental trait that is inherent in every person and is a cognitive capability that needs to be developed (Bai, Lin, & Li, 2016). Meanwhile, according to Cumming and Oldham, Employee Creativity describes an individual who has the ability to create new ideas for a company and not just plans, he is also able to produce a better system and can be used for the need for innovation development (Cummings & Oldham, 1997). However, for the process of creating creative ideas from an employee, it is necessary for routine behavior from within the organization to trigger the creation of innovative ideas (Dewett, 2006). Jyoti & Dev (2015) said that Transformational Leadership could influence Employee Creativity through four leading indicators, namely critical thinking, risk-taking behavior, creative work processes, and problem-solving.

KNOWLEDGE SHARING

Knowledge has a crucial impact on the achievement of a company (Cameiro, 2000; Lee et al., 2016; Le & Lei, 2017). Knowledge within companies needs to be managed or managed by companies, and the process of organizing or managing knowledge is more popular with the term knowledge management, and knowledge management is very dependent on the role of Knowledge Sharing (Pee & Min, 2017; Wu & Lee, 2017; Le et al., 2018). Knowledge Sharing is defined as the process in which the exchange of knowledge or experience occurs between individuals within an organization to equip the abilities, skills, and views of the individual to produce maximum results for the individual or organization (Van den Hooff & De Ridder, 2004; Liao et al., 2007; Lin, 2008). Knowledge Sharing is divided into two leading indicators, namely donating knowledge and collecting knowledge, what distinguishes these two processes is the nature of these two processes where one is active (donating). The other is passive (collecting/receiving) (De Leeuw van Weenen, 2002). Knowledge Sharing can make someone learn new knowledge about something (Vanden Hooff & De Ridder, 2004). Beckman (1999) says that with adequate information or data, an individual's ability will develop, be it performance, the ability to decide on something, and make the individual more creative because creativity requires new knowledge or information.

TASK CONFLICT BEHAVIOR

Conflict exists for the creation of social change and conflict exists because of the conflicting interests of each party (Fred, 1960). Conflict does not always have a negative connotation, and sometimes conflict is needed to maximize something or express something. Conflicts occur because of personal differences or group (Boulding, 1963). Task Conflict Behavior is a behavior that triggers conflict because of disagreement or differences in views on a task done (Jehn,

1995). The cause of Task Conflict Behavior is the distribution of resources, policies and procedures, assessments, and interpretations that differ from each person and affect how he responds to it (De Dreu & Weingart, 2003). Bai, Lin, and Li, Task Conflict Behavior is defined as an attitude to criticize critical decisions that must be taken by a team or leader which is usually in the form of strategic decisions for the distribution of resources in the company, the solution to the task at hand, evaluation on the performance of the team, the application of procedures and subjective judgments among people in the group (Bai, Lin, & Li, 2016). Indicators of Task Conflict Behavior using confirmatory factor analysis obtained three indicators forming Task Conflict Behavior, namely frequent conflict about ideas, conflict about work, and extent of different opinions (Jehn, 1995). Schweiger, Sandberg, & Rechner (1989) also found that, with Task Conflict Behavior, the ability to make decisions will increase. Task Conflict Behavior can produce high-quality choices at the time of discussion. Still, sometimes it needs to be watched so that the existing Task Conflict Behavior does not deviate from what should be the focus of the debate and it is necessary to balance so that it does not affect the quality of decisions that will be generated. (Amason & Schweiger, 1994). Task Conflict Behavior is proven to produce new knowledge on a matter as a result of the diversity of ways of thinking or views or beliefs held by the people involved (Damon, 1991; Levine & Resnick, 1993; Nonaka & Takeuchi, 1995). Task Conflict Behavior also has a tremendous impact on developing the creativity of a team (Yong et al., 2014). Task Conflict Behavior is thought to have a positive effect on Transformational Leadership, Employee Creativity, and Knowledge Sharing, in contrast to many previous studies that indicate a relationship that tends to be negative.

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE CREATIVITY, KNOWLEDGE SHARING, AND TASK BEHAVIOR CONFLICT

Transformational Leaders will make employees try to find other ways to deal with a problem at work. Hence, employees try to find new ideas, and this effort often trains employees to be more varied in thinking and indirectly can develop Employees Creativity (Hater & Bass, 1988). Tierney et al. (1999) say that the characteristics and behavior of leaders can influence Employee Creativity. Individual consideration, inspirational motivation, and idealized influence can help employees ignore themselves to work more creatively because high expectations have been given by leaders to them; even leaders have often provided encouragement that can make workers dare to try things -a new idea. Henker, Sonnentag & Unger (2014) have proven that there is a significant and positive relationship between Transformational Leadership and Employee Creativity.

Hypothesis 1. Transformational Leadership (TL) has a positive influence on Employee Productivity (EC)

A survey from Li et al. (2014) conducted at several companies in China, it was revealed that the process to facilitate individuals as the focus of the leader was the determinant of the creation of appropriate Knowledge Sharing. Dong, Bartol, Zhang & Li (2016), have proven that there is a significant and positive relationship between Transformational Leadership and Knowledge Sharing. Transformational Leadership can help the Knowledge Sharing process through how Transformational Leaders form teams, put hopes, motivate, and support teams think about new ideas through a discussion process that leads to the creation of Knowledge Sharing.

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Hypothesis 2. Transformational Leadership (TL) has a positive influence on Knowledge Sharing (KS)

Transformational Leadership influences the creation of an environment to provide opinions and views. This causes the Transformational Leader to influence Task Conflict Behavior because the behavior that supports the Task Conflict Behavior is built by the Transformational Leader. Transformational Leadership has a negative effect on the Task Conflict Behavior because a Transformational Leader must have emphasized the relationship between each of his work so that the process of creating conflict because the task can be minimized (Bass, 1985). However, on the other hand, Transformational Leadership will reduce the negative effects of the Task Conflict Behavior and turn those negative effects into positive effects that can help develop new ideas and make employees of the organization tend to be more creative (Eisenbeiss, Van Knippenberg, & Boerner, 2008). This has led to the belief that Task Conflict Behavior, which initially had a negative effect, can be transformed by a Transformational Leader into a positive effect for organizational development.

Hypothesis 3. Transformational Leadership (TL) has a positive influence on Task Conflict Behavior (TCB).

THE EFFECT OF KNOWLEDGE SHARING ON TRANSFORMATIONAL LEADERSHIP, EMPLOYEE CREATIVITY, AND BEHAVIOR CONFLICT TASK

Innovation is the desired result when Employee Creativity can be maximized within a company. However, the innovation process is very dependent on the knowledge of the employees, their abilities, and what experiences the employees have for creating value for the company (Wang & Wang, 2012). Knowledge Sharing can help the process of generating new ideas, such as products, services, and business processes (Carmeli, Gelbard, & Reiter-Palmon, 2013; Wang & Wang, 2012). Chen, Huang, and Hsiao (2010) prove that there is a positive relationship from the process of creating innovation, which requires Employee Creativity with Knowledge Sharing.

Hypothesis 4. Knowledge Sharing (KS) has a positive effect on Employee Creativity (EC)

1 Knowledge Sharing as a mediating variable in the relationship between Transformational Leadership and Employee Creativity. Transformational Leadership creates a work environment that enables the Knowledge Sharing process to trigger employee development creativity (Dong, Bartol, Zhang & Li, 2016).

Hypothesis 5. Knowledge Sharing (KS) can have a positive influence and mediate the relationship between Transformational Leadership (TL) and Employee Creativity (EC)

Knowledge Sharing is believed to be a mediator between the relationship between Task Conflict Behavior and Employee Creativity. Task Conflict Behavior caused by Task Conflict Behavior, a knowledge that can be channeled or given to others, and when someone receives new knowledge, then that person tends to have different ways to deal with a thing (Bai, Lin & Li, 2016).

Hypothesis 6. Knowledge Sharing (KS) can have a positive influence and mediate the relationship between Task Conflict Behavior (TCB) and Employee Creativity (EC).

THE EFFECT OF BEHAVIOR CONFLICT BAGS ON TRANSFORMATIONAL LEADERSHIP, EMPLOYEE CREATIVITY, AND KNOWLEDGE SHARING

Task Conflict Behavior causes ideas in the company will always occur because of the positive behavior of each employee in the company to generate ideas that are better in solving a job or a problem in the company, always creating new ideas, and this stimulates the development of Employee Creativity. Kurtzberg & Muller (2005), Song, Dyer & Thieme (2006) found that in the relationship between Task Conflict Behavior and Employee Creativity, there was a positive relationship.

Hypothesis 7. Task Conflict Behavior (TCB) has a positive effect on Employee Creativity (EC)

Task Conflict Behavior is formed because of the ongoing behavior carried out by a company in supporting the occurrence of Task Conflict Behavior due to differences in opinions owned by employees, then in seeing its relationship with the Knowledge Sharing process. In work by De Dreu and Weingart (2003) based on a meta-analysis conducted on the role of Task Conflict Behavior on Knowledge Sharing, it actually brings negative results, where Task Conflict Behavior is believed to slow down the process and performance of the work team, this is also what disrupt the comfort of the work team and will hamper the process of distributing information and knowledge, or Knowledge Sharing is hampered (De Dreu & Weingart, 2003). However, in research by Bai, Lin, and Li (2016), the relationship of Task Conflict Behavior shows a positive relationship, even though the relationship with Transformational Leadership shows a negative relationship.

Hypothesis 8. Task Conflict Behavior (TCB) has a positive effect on Knowledge Sharing (KS).

Task Conflict Behavior is an embodiment of the Transformational Leadership role that tends to encourage the presence of new ideas. These new ways emerge from the results of discussions with the team. However, a journal written by Bass, it is said that Transformational Leadership has a negative effect on the Task Conflict Behavior because a Transformational Leader must be defining the relationship between each of his work so that the process of creating conflict because the task can be minimized (Bass, 1985). Even so, the notion that these effects would be a strong impetus from Transformational Leadership to create a work environment that supports the occurrence of Task Conflict Behavior to improve Employee Creativity.

Hypothesis 9. Task Conflict Behavior (TCB) can have a positive influence and mediate the relationship between Transformational Leadership (TL) and Employee Creativity (EC)

The influence of Transformational Leadership on improving Employee Creativity is supported by the creation of a work environment that offers a Knowledge Sharing and Task Conflict Behavior process to support the increase in Employee Creativity. In research by Bai, Lin, and Li (2016) it was found that the results of hypothesis testing which showed that Task Conflict Behavior and Knowledge Sharing could be mediating variables on the relationship between Transformational Leadership and Employee Creativity, using mediation test methods from Baron and Kenny in 1986, the results obtained that Task Conflict Behavior and Knowledge Sharing can be a mediator of the relationship of Transformational Leadership and Employee Creativity (Bai, Lin & Li, 2016).

Hypothesis 10. Knowledge Sharing (KS) and Task Conflict Behavior (TCB) can have a positive influence and mediate the relationship between Transformational Leadership (TL) and Employee Creativity (EC).

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The theoretical framework in this study is shown in Figure 1

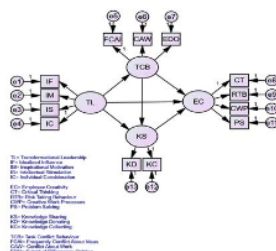


Figure 1. Research Framework
Source: AMOS

RESEARCH METHOD

The population in this study are the leaders of business start-ups in Indonesia, and the population will be formed in a sample group that will be used to conclude the research conducted. The intended start-up business leaders are those who are leaders at the level of a start-up business which in this study is limited to the year of business operation, starting from 1 month to 5 years, because at this age a start-up business is said to be a business start-up. It is at this age that all forms of management systems and governance need to be organized for business survival.

The sample in this study was taken using a sample calculation formula developed by Joseph Hair. Hair (2011) says that for samples of unknown population numbers with certainty, the number of samples can be determined by the formula five times the amount of indicators to be analyzed. However, the number five is the minimum exponent given by Hair, so the exponent five is increased to ten. The number of indicators in this study amounted to 13 (thirteen) indicators that developed from Transformational Leadership with four indicators, four indicators of Employee Creativity, two indicators from Knowledge Sharing, and finally, Task Conflict Behavior with three forming indicators. Therefore, a sample size of $10 \times 13 = 130$ (if there is no reduction in indicators) is obtained as a start-up business leader as a sample. Sampling will use non-probability samples, namely purposive sampling, with the aim of indicating that a company is a business start-up or not. Sampling is done by considering the following criteria and these criteria need to be met before the questionnaire is filled in by the respondent, namely:

1. Respondents must be at the leader level in the business start-up
2. Respondents must be start-up business leaders whose business has only been operating for one month to a maximum of 5 years
3. Respondents must be business leaders whose businesses are still active today and write down the fields of their business.

The questionnaire was distributed to approximately 900 people for two weeks and then responded by 378 respondents with 128 eligible respondents.

Transformational Leadership will be measured using four indicators with 20 statements developed by Avolio et al. (1999), Measuring Employee Creativity consists of 4 indicators and measured using 18 statements (Jyoti & Dev,

2015), Knowledge Sharing will be measured using two indicators and 14 statements developed by Van den Hooff & Leeuw van Weenen (2004), Task Conflict Behavior will be measured by a measuring tool consisting of three indicators with three statements developed by Jehn (1995).

The data analysis technique that will be used is Structural Equation Model (SEM) or structural equation models using data analysis tools, namely AMOS (Analysis of Moment Structure) or "AMOS IBM® SPSS® Amos" developed by James L. Arbuckle. Structural Equation Model (SEM) is used in this study to explain the relationship between several variables in a study.

RESULTS

Test the validity and reliability of the data have been carried out. The results of testing the validity and reliability of the data will be presented in table 1 and table 2, a valid indicator must have a loading score value > 0.50 if the value of the loading score is below 0, 50 it can be said that the indicator is invalid. Meanwhile, it can be said that the reliability of an indicator can be seen from the value of $CR \geq 0.70$.

Table 1. Validity Test

		Loading Factor	Validity
IC	← TL	0,697	Valid
IS	← TL	0,757	Valid
IM	← TL	0,383	Not Valid
IF	← TL	0,591	Valid
FCAI	← TCB	0,722	Valid
CAW	← TCB	0,834	Valid
EDO	← TCB	0,755	Valid
CT	← EC	0,843	Valid
RTB	← EC	0,523	Valid
CWP	← EC	0,743	Valid
PS	← EC	0,839	Valid
KC	← KS	0,741	Valid
KD	← KS	0,748	Valid

Source: AMOS

Table 2. Reliability Test

		Loading	Error	Sum>Loading ²	CR	Note
IC	← TL	0,697	0,128			
IS	← TL	0,757	0,11			
IM	← TL	0,383	0,615	5,865196	0,8359	Reliable
IF	← TL	0,591	0,271			
FCAI	← TCB	0,722	0,579			
CAW	← TCB	0,834	0,485	5,310721	0,776751	Reliable
EDO	← TCB	0,755	0,671			
CT	← EC	0,843	0,149			
RTB	← EC	0,523	0,362	8,660764	0,96744	Reliable
CWP	← EC	0,743	0,243			
PS	← EC	0,839	0,161			
KC	← KS	0,741	0,272	2,217121	0,80561	Reliable
KD	← KS	0,748	0,27			

Source: AMOS

Based on the results of the confirmatory factor test, it was found that the indicator of Transformational Leadership (TL), namely Inspirational Motivation (IM) did not meet the criteria as an indicator of Transformational Leadership, because the standard regression results from IM did not exceed 0.50, that is, bears the number 0,36, seen at Table 3.

Table 3. The goodness of Fit Test

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No	Goodness of fit index	Recommended Value	Results	Remarks
1	X ² -chi-square	< 67,50481	53,885	Good fit
2	Significant Probability	≥ 0,05	0,259	Good fit
3	RMSEA (Root Mean Square Error of Approximation)	< 0,08	0,031	Good fit
4	GFI (Goodness Fit of Index)	≥ 0,90	0,937	Good fit
5	AGFI (Adjusted Goodness Fit of Index)	≥ 0,90	0,897	Good fit
6	Normed Chi-square (CMIN/DF)	< 3,00	1,123	Good fit
7	TLI (Tucker Lewis Index)	≥ 0,90	0,985	Good fit
8	CFI (Comparative Fit Index)	≥ 0,90	0,989	Good fit

Source: AMOS

Hypothesis test results will be presented in two parts, in the first part will be given the results of hypothesis testing between the variables Transformational Leadership, Employee Creativity, Knowledge Sharing, and Task Conflict Behavior without mediation results. Second, the hypothesis test results will be presented, which contain elements of mediation variables; this is done so that the explanation of the results of the hypothesis test can be more understood. The first part can be seen in table 4.

Table 4. Hypotheses Testing

Hubungan antar Variabel		Estimate	Standardized	C.R.	P value	Hipotesis
			(β)			
TCB	← TL	0,041	0,357	0,721		Hipotesis 3
KS	← TL	0,510	3,908	***		Hipotesis 2
KS	← TCB	0,319	2,860	0,004		Hipotesis 8
EC	← TL	0,340	2,671	0,008		Hipotesis 1
EC	← TCB	0,131	1,329	0,184		Hipotesis 7
EC	← KS	0,440	3,050	0,002		Hipotesis 4

Source: AMOS

DISCUSSIONS

Hypothesis 1. Transformational Leadership (TL) has a positive influence on Employee Productivity (EC) The hypothesis is accepted.

Hypothesis test results: CR value and P-value of the relationship between Transformational Leadership (TL) and Employee Creativity (EC) variables show a CR number of 2.671 which shows a positive relationship and a P value of 0.008 which proves that Hypothesis 1 hypothesis accepted, the value β shows the number 0.341 which indicates a reasonably strong relationship between these two variables. In hypothesis 1, the relationship between Transformational Leadership (TL) and Employee Creativity (EC) is thought to produce positive and significant relationships in relationships or strong relationships, according to the results of research by Henker, Sonnentag & Unger (2014). Hypothesis test results prove that hypothesis 1 can be accepted to be true that there is a positive relationship between the two variables. Still, the

significance of the relationship only shows a reasonably strong relationship. This is expected to occur because of the loss of 1 indicator of Transformational Leadership, namely Inspirational Motivation (IM) which should be a very strong guideline in developing the creativity of employees. Still, because the influence of these indicators is not too significant for Transformational Leadership, it must be eliminated, and making an influence on Employee Creativity is only quite strong. When the Transformational Leadership pattern is developed or enhanced, the development of Employee Creativity will also develop or increase.

Hypothesis 2. Transformational Leadership (TL) has a positive influence on Knowledge Shar-ing (KS)

Hypothesis is accepted.

Hypothesis test results: CR value and P-value of the relationship between Transformational Leadership (TL) and Knowledge Sharing (KS) variables show a CR number of 3.908 which shows a positive relationship and a P value of 0,000 which proves that hypothesis 2 is accepted, β values indicate the number 0.510 which means a very strong relationship between these two variables. In testing Hypothesis 2, it is assumed that the Transformational Leadership (TL) variable has a positive and significant effect on the Knowledge Sharing (KS) variable following the results of the research stated by Dong, Bar-Tol, Zhang & Li (2016). Hypothesis testing results have been obtained, and it is proven that there is indeed a positive and significant relationship between the two variables. Indicators of Transformational Leadership consisting of idealized influence, individualized consideration and intellectual stimulation have a great influence on the process of collecting knowledge and knowledge donating from a leader to his work team or arguably its employees or maybe other workers outside the team led by the leader. It can be concluded that when the Transformational Leader seeks to maximize the Knowledge Sharing process, the Knowledge Sharing process will also experience a high increase.

Hypothesis 3. Transformational Leadership (TL) has a positive influence on Task Conflict Behavior (TCB)

Hypothesis is rejected.

Hypothesis test results: CR value and P-value of the relationship between the Transformational Leadership (TL) variable and Task Conflict Behavior (TCB) show a CR number of 0.375 which indicates a positive relationship and a P value of 0.721 which proves that the Hypothesis hypothesis 3 cannot be accepted or rejected because it does not meet the criteria for acceptance of existing hypotheses. The β value indicates the number 0.041, which indicates that there is no relationship between these two variables. Hypothesis 3 suspects that there is a positive and significant relationship between the variable Task Conflict Behavior (TCB) and Transformational Leadership (TL), the results of research from Bass (1985) the relationship between the two variables is a negative relationship, which means increasing the higher Transformational Leadership, the smaller the Task Conflict can occur. Hypothesis test results show that hypothesis 3 is rejected and proves that there is no significant relationship between the two variables. Still, the relationship of the two variables is positive and shows a difference from the results of Bass's research in 1985. The insignificant relationship is because the term conflict in many people's minds is still in the form of a destructive action that might hamper business processes; consequently, respondents tend to feel conflicts arising from the effects of Task Conflict Behavior should be avoided because of new business start-ups starting to require an excellent form of cooperation. With the conflict, the possibility of collaboration will work well.

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Hypothesis 4. Knowledge Sharing (KS) has a positive influence on Employee Creativity (EC) Hypothesis is accepted

Hypothesis test results: CR value and P-value of the relationship between the variable Knowledge Sharing (KS) and Employee Creativity (EC) shows a CR number of 3.050 which shows a positive relationship and a P value of 0.002 which proves that Hypothesis 4 hypothesis is accepted, β values indicate the number 0.440 which indicates a reasonably strong relationship between these two variables. Testing for hypothesis 4, which suspects that there is a positive and significant relationship between the Knowledge Sharing (KS) variable and the Employee Creativity (EC) variable following the results of research by Chen, Huang, and Hsiao (2010). Hypothesis testing is done, and the results are found to prove that there is a positive and significant or strong influence between the two variables. A positive relationship states that when the Knowledge Sharing process in a work team is getting higher, the development of Employee Creativity in the work team, especially for employees, will also be higher. The strength of this significant connection is likely to occur because some start-up business leaders say that the ability to take risks from employees who are indicators of Employee Creativity has not yet been developed to the maximum, so another trigger is needed that can trigger the ability to dare to take risks not only through Knowledge Sharing.

Hypothesis 7. Task Conflict Behavior (TCB) has a positive influence on Employee Creativity (EC) Hypothesis is rejected.

Hypothesis test results: CR value and P-value of the relationship between the Task Conflict Behavior (TCB) and Employee Creativity (EC) variables show a CR number of 1.329 which indicates a positive relationship and a P value of 0.184 which proves that the Hypothesis hypothesis cannot be accepted or rejected because the CR value does not meet the specified criteria, even though the P-value has achieved the desired standards. The β value indicates the number 0.131, which indicates a weak or no strong relationship between these two variables. Hypothesis 7 which is a hypothesis that suspects that there is a positive and significant relationship between the variable Task Conflict Behavior (TCB) and Employee Creativity (EC), this is similar to what is the result of research by Kurtzberg & Muller (2005), Song, Dyer & Thieme (2006). However, hypothesis 7 must be rejected because it does not meet the requirements for accepting a hypothesis that states that there is a positive relationship. However, based on the results of data processing, the numbers show that if the hypothesis can be accepted, there is a positive relationship between the two variables even though the relationship between the two variables is very weak. The reason why this hypothesis is rejected, is because of the conflict caused by the task, it makes all the processes and development of ideas challenging to do, employees tend to work under pressure, and work stress that squeezes; as a result of the conflict makes the ability to think creatively becomes very small.

Hypothesis 8. Task Conflict Behavior (TCB) has a positive influence on Knowledge Sharing (KS) Hypothesis is accepted

Hypothesis test results: CR value and P-value of the relationship between the Task Conflict Behavior (TCB) and Knowledge Sharing (KS) variables show a CR number of 2.860 which shows a positive relationship and a P value of 0.004 which proves that the Hypothesis hypothesis 8 accepted, the value β indicates the number 0.319 which indicates a reasonably strong relationship between these two variables. The next hypothesis testing is hypothesis 8, which is assumed that Task Conflict Behavior (TCB) and

Knowledge Sharing (KS) variables have a positive and significant effect. However, this assumption is different from what the results of research from De Dreu and Weingart (2003) stated that the actual Task Conflict Behavior would negatively affect Knowledge Sharing, which makes the process and performance in the work team decreases and the process for employee self-development will be hampered. The results of this hypothesis test show that there is a positive and strong enough relationship between the two variables. This can be an interesting discussion, although the effect of the Task Conflict Behavior to Employee Creativity does not show a positive and significant relationship. However, Task Conflict Behavior can still affect Knowledge Sharing, where Knowledge Sharing also has a positive and sufficient effect strong against Employee Creativity. This different result might be obtained from the effect of Task Conflict Behavior, which is not good on creativity. However, it will still stimulate Knowledge Sharing to continue to develop, with conflicts that occur precisely the knowledge of each person will also develop due to differences of opinion that occur.

Second, the results of the mediation test will be presented below, and the mediation test is used by comparing the results of the partial mediation test and the full mediation of Knowledge Sharing and Task Conflict Behavior. The following presents the mediation test results to prove the results of the hypothesis test on hypothesis 5, 6, 9, and 10.

Hypothesis 5. Knowledge Sharing (KS) can have a positive influence and mediate the relationship between Transformational Leadership (TL) and Employee Creativity (EC) Hypothesis is accepted

Hypothesis test results: In testing using the mediation model, it was found that the relationship from Transformational Leadership (TL) to Employee Creativity (EC) showed a significant relationship with a C.R value of 2.525 and a P-value of 0.012. Meanwhile, the relationship of Knowledge Sharing (KS) to Employee Creativity (EC) also showed significant results with a C.R of 3.696 and a P-value of 0.000. Therefore, it can be said that Transformational Leadership (TL) is only partially mediated by Knowledge Sharing (KS). Whereas, using the full mediation model, it was found that the results were significant with a C.R value from Transformational Leadership (TL) to Knowledge Sharing (KS) of 4.358 and a P-value of 0.000. Meanwhile, the relationship from Knowledge Sharing (KS) to Employee Creativity (EC) results in a C.R value of 5.640 with a P value of 0.000. Therefore, it can be concluded that Knowledge Sharing can mediate the relationship between Transformational Leadership and Employee Creativity, but only partial mediation is not full. Hypothesis 5 can be accepted by Knowledge Sharing (KS), which is proven to have a positive effect as a mediator of the relationship between Transformational Leadership (TL) and Employee Productivity (EC), but only through partial mediation rather than full mediation. In hypothesis 5, it is assumed that the Knowledge Sharing (KS) variable can be a mediator of the relationship between Transformational Leadership (TL) and Employee Creativity (EC), following research results from Bai, Lin, and Li (2016). Hypothesis test results to prove the effect of the Knowledge Sharing mediation variable shows that there is a positive relationship and the effect is very strong in the relationship between Transformational Leadership and Employee Creativity. However, it only acts as a partial mediating variable, Knowledge Sharing can help a Transformational Leader in developing develop Employee Creativity for each employee. This relationship is supported because a Transformational Leader who is very concerned about each employee as an individual will give attention and provide adequate knowledge for employees; through this

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effort, the Knowledge Sharing process occurs, and this makes the Employee Creativity of the work team from Transformational Leader will develop.

Hypothesis 6. Knowledge Sharing (KS) can have a positive influence and mediate the relationship between Task Conflict Behavior (TCB), and Employee Creativity (EC)

Hypothesis is accepted

Hypothesis test results:

Mediation test results with mediation models partially obtained results that the relationship between Task Conflict Behavior (TCB) and Knowledge Sharing (KS) shows a C.R value of 2.868 with a P-value of 0.004, which indicates a significant relationship between the two variables. C.R value on the relationship between Task Conflict Behavior (TCB) and Employee Creativity (EC) produces a C.R of 0.791 with a P-value of 0.429, and this indicates that there is no significant relationship between TCB and EC variables. Finally, the relationship between Knowledge Sharing (KS) and Employee Creativity (EC) results in a C.R value of 4.713 and a P value of 0.000, and this proves the existence of a positive and significant relationship between the two variables. This shows that the Task Conflict Behavior variable does not have a direct impact on Employee Creativity. Meanwhile, the mediation test results with the full mediation model obtained that the Knowledge Sharing variable as a mediator of the relationship between Task Conflict Behavior (TCB) and Employee Creativity (EC) has been shown in the table above. The relationship between Task Conflict Behavior (TCB) to Knowledge Sharing (KS) shows a C.R of 3.100 and a P value of 0.002, proving that there are significant results on the relationship between these two variables. Test results for the Knowledge Sharing (KS) variable on Employee Creativity (EC), C.R value of 5.299 with a P-value of 0.000, which indicates that there is a significant relationship between the two variables. Therefore, the results obtained show that the Knowledge Sharing (KS) variable in the relationship between Task Conflict Behavior (TCB) and Employee Creativity (EC) can be a full mediator of the relationship. Hypothesis 6 can be accepted and proven to have a positive relationship between the Knowledge Sharing (KS) variable and the relationship between the Transformational Leadership (TL) and Employee Creativity (EC) variables. Knowledge Sharing also from the results of this mediation test can be said to be a full mediator in the relationship between Transformational Leadership and Employee Creativity. Hypothesis 6 suspects that the Knowledge Sharing (KS) variable can be a mediator in the relationship between Task Conflict Behavior (TCB) and Employee Creativity (EC), the results of testing the hypothesis H9 show that the hypothesis can be accepted and the relationship of Knowledge Sharing variables can be a mediator of the relationship between Task Conflict Behavior and Employee Creativity, even Knowledge Sharing can be a full mediating variable in the relationship. This shows that it is true that the relationship from Task Conflict Behavior directly to Employee Creativity does not exist. However, Task Conflict Behavior to Knowledge Sharing still has an influence. Therefore, for business leaders, especially business start-ups, the Employee Creativity development of each employee cannot be improved through the development of Task Conflict Behavior in the business work environment. If the work environment that features Task Conflict Behavior requires a Knowledge Sharing process to stimulate the growth of creativity.

Hypothesis 9. Task Conflict Behavior (TCB) can have a positive influence and mediate the relationship between Transformational Leadership (TL) and Employee Creativity (EC) Hypothesis is rejected

Hypothesis test results:

Mediation test results using partial mediation models found the results are the results of partial mediation model regression, the relationship between Transformational Leadership (TL) and Task Conflict Behavior (TCB) results in a C.R of 0.383 and a P value of 0.702, from this result there is no relationship and significant effects between these two variables. Meanwhile, the results regarding the relationship between Transformational Leadership (TL) and Employee Creativity (EC) there is a significant relationship and results with C.R of 4.626 and P-value of 0.000. The results of the relationship between Task Conflict Behavior (TCB) and Employee Creativity (EC) there are also significant results and relationships with a C.R value of 2.796 and P-value of 0.005. Through these results, it can be concluded that Task Conflict Behavior cannot mediate the relationship between Transformational Leadership and Employee Creativity variables, because there is no significant relationship between TL and TCB. Still, TL has a significant direct effect on the EC, so also TCB, which has a significant direct effect on EC. Regression test results on the full-fill model show quite different results from the partial mediation model. In this full mediation model the relationship between Transformational Leadership (TL) and Task Conflict Behavior (TCB) still shows an insignificant relationship and results with a large C.R value of 1.860 and a P-value of 0.063. However, the same thing happened to the relationship between Task Conflict Behavior (TCB) and Employee Creativity (EC), wherein the mediation model, there is still a significant relationship between these two variables. However, in this full mediation model, the relationship between the two variables becomes insignificant, with a C.R value of 1.914 and a P-value of 0.056. Based on these results, it can be concluded that in the full mediation model, the Task Conflict Behavior (TCB) variable cannot be a mediator for the relationship between Transformational Leadership (TL). Employee Creativity (EC) variables, the relationship between Task Conflict Behavior (TCB) with Employee Creativity (EC), is also not significant. Hypothesis 9 must be rejected because it is not proven that the Task Conflict Behavior can be a media relationship between Transformational Leadership (TL) and Employee Creativity (EC), the type of relationship that is developed is a positive but not significant relationship. Hypothesis 9 suggests that the Task Conflict Behavior (TCB) variable can be a mediator in the relationship between Transformational Leadership (TL) and Employee Creativity (EC), according to what the research results of Bai, Lin, and Li (2016), the results of the hypothesis testing of Hypothesis H7 shows that the hypothesis must be rejected because the results of hypothesis testing show that no relationship between the Task Conflict Behavior can mediate the relationship between Transformational Leadership and Employee Creativity. The rejection might occur because of the reasons above, which make all leaders feel that the conflict does not cause the employee's creative development. Conflict is perceived to slow the creativity development of the employees; on the other hand, the relationship from Transformational Leadership to Task Conflict Behavior does not show the support of the relationship between these two variables.

Hypothesis 10. Knowledge Sharing (KS) and Task Conflict Behavior (TCB) can have a positive influence and mediate the relationship between Transformational Leadership (TL) and Employee Creativity (EC) Hypothesis rejected.

Hypothesis test results:

Hypothesis test results for hypothesis 10 is a combination of hypotheses 5 and 9 which through mediation tests that have been conducted to test hypothesis 5 found that the Knowledge Sharing (KS) variable is proven to be a mediator and has a positive and significant relationship on the

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relationship of Transformational Leadership (TL) and Employee Creativity (EC). Hypothesis test results for hypothesis 9 conducted by mediation test show that the Task Conflict Behaviour variable (TCB) cannot be a mediator of the relationship between the Transformational Leadership (TL) and Employee Creativity (EC) variables and the relationship results which is positive, but not significant. In conclusion, hypothesis 10 is rejected because only Knowledge Sharing variables are proven to be mediators of the relationship between Transformational Leadership and Employee Creativity. At the same time, Task Conflict Behavior cannot act as a mediator in this study. Hypothesis 10 which is the last hypothesis in this study becomes the final hypothesis which concludes the relationship between the Knowledge Sharing (KS) and Task Conflict Behavior (TCB) variables as mediator variables of the relationship between Transformational Leadership (TL) and Employee Creativity (EC), according to with what are the results of research from Bai, Lin and Li (2016). Hypothesis test results show that this hypothesis is rejected because the Task Conflict Behavior variable is not proven to be a mediating variable of the relationship, and only the Knowledge Sharing variable is proven to be able to be a mediator who has positive and significant influence.

CONCLUSIONS

The development of the fast and vast business world causes the need for business development to increase, one of which is the development of adequate quality human resources. However, it cannot be denied that the role of the leader is an essential factor that determines whether or not a company is developing and also the ability of human resources in the company. The start-up business is a business that is an initial business that has just gone through a process of development and growth. Business start-ups require resilience to endure the increased competition in the business world. The problem is in the face of competition there are many factors that need to be considered, in this study these factors will be focused on efforts to increase the creativity of the employees or Employee Creativity. Efforts to develop Employee Creativity can be supported by the application of leadership patterns that are following the need to create Employee Creativity. Transformational Leadership is transformed into a leadership pattern that is believed to be effective in helping the development of employee creativity. Knowledge Sharing and Task Conflict Behavior in this study are considered as a work environment that needs to be formed to improve the Employee Creativity of employees from start-up business leaders in Indonesia. Transformational Leadership has been proven in this study to influence the Knowledge Sharing process. However, this is not the case with the effect of Transformational Leadership on Task Conflict Behavior, the results of the study show that a Transformational Leader who triggers the occurrence of work conflict behavior or Task Conflict Behavior will not affect the development of Employee Creativity.

If a Transformational Leader wants to present a work environment filled with Task Conflict Behavior, a Knowledge Sharing process is needed to produce optimal Employee Creativity development in the work team he leads. Task Conflict Behavior tends to be considered as something that must be avoided to create a conducive environment and forget that conflict does not always have a negative impact, because conflict needs to be there to break into new things. For management in every company activity, it is necessary to recognize the conflict as a catalyst that might help the process of developing an organization, not just an obstacle. Theories for conflict management in organizations need to

be studied further; even for start-up business leaders, it takes courage and creativity to try to implement management practices to control conflict to be the driving force for organizational development. Start-up business leaders also do not be afraid and ashamed of being yourself as a source of motivation and example for employees, many of the answers of respondents who do not believe that he can be an example for employees. When the leader of an organization does not think that he can bring the organization to be better and he has an example, the organization will lose the figure, and without the organizational figure does not have the spirit that can break the maximum results.

Transformational Leadership is proven to be able to stimulate creativity stimulation and develop Employee Creativity. The work environment produced by a Transformational Leader needs to present a work environment that supports the creation of Knowledge Sharing among fellow employees in the company. Transformational Leader can encourage the increase of Employee Creativity through a work environment that focuses on Knowledge Sharing. Still, work conflicts or Task Conflict Behavior that is not integrated with the Knowledge Sharing process do not affect increasing Employee Creativity in business start-ups in Indonesia. Start-up business leaders in Indonesia can try to apply transformational leadership patterns to the newly pioneered business. The average start-up business leaders in this study feel that employees are still not brave enough to take risks, so it can be a lesson for start-up business leaders in Indonesia to find the right way to develop that courage. Giving responsibility and freedom of creation can help employees develop themselves more bravely, personal attention given to monitoring employees will motivate employees to become more creative, and there will be joint discussions and discussions between students. Imprint and subordinates will help subordinates or employees to develop more. It can be concluded that Transformational Leadership can effectively improve Employee Creativity.

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