

CREATIVE LEADERSHIP AND INNOVATIVE WORK BEHAVIOR THROUGH THE ORGANIZATIONAL CULTURE IN THE START-UP FIRMS

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ABSTRACT: This study addresses the critical challenge of fostering innovative work behavior in start-ups, where agility and adaptability are essential to thriving in dynamic markets. Existing literature suggests that while organizational culture can influence employee innovation, the role of creative leadership as a mediator remains underexplored, particularly within start-ups. This research examines how an innovation-supportive organizational culture influences creative leadership and innovative work behavior, focusing on Jakarta-based start-ups, Indonesia. A quantitative research approach was employed, using structured questionnaires from 219 individuals, and the statistical analysis of Partial-Least-Squares Structural-Equation Modeling (PLS-SEM). Findings reveal that a supportive organizational culture significantly enhances both creative leadership and innovative work behavior, while creative leadership partially mediates the relationship, translating cultural values into innovation. Despite limitations, including the focus on Jakarta and reliance on self-reported data, these findings lay a foundation for future research on innovation within start-ups.

Keywords: Creative Leadership, Strategic Agility, Start-ups; Management, Organizational Culture; Work Behavior

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INTRODUCTION

The dynamic and competitive landscape of start-ups necessitates an agile and innovative approach to leadership and organizational culture. Start-ups, particularly in rapidly growing urban centers such as Jakarta, face unique challenges that arise not only from market competition but also from distinctive urban factors including demographic diversity, technological infrastructure, and geographic pressures (Hidayat et al., 2020). Jakarta, as a bustling and densely populated metropolitan hub, presents additional challenges for start-ups due to high demand for quick adaptability, intense competition among industries, and infrastructural limitations that can impede operational efficiency and customer outreach. These urban-centric challenges shape the way start-ups operate, emphasizing the need for creative leadership and a robust culture that fosters continuous innovation. In this context, leaders are called upon not only to adapt but also to creatively leverage the unique opportunities and constraints that Jakarta presents, making the city an ideal setting for examining the dynamics between organizational culture, leadership, and innovation (Vonoga, 2018).

Start-ups are generally characterized by rapid growth, high levels of uncertainty, and a persistent need for innovation to sustain a competitive edge (Cefis et al., 2023; Juliana et al., 2021). In these environments, traditional leadership models often prove inadequate, prompting the need for a more flexible and creative approach. Creative leadership, defined as the capacity to inspire and stimulate innovative thinking and solutions within an organization, becomes essential for navigating the complex and volatile landscape in which start-ups operate environments (Nugroho, 2023). Furthermore, a strong and adaptive organizational culture can complement creative leadership by promoting behaviors and values that encourage innovation, risk-taking, and resilience among employees explored (Meng & Berger, 2019; Tohidi & Jabbari, 2012). However, the role of organizational culture in reinforcing and supporting creative leadership remains underexplored, particularly within the context of Jakarta-based start-ups.

Organizational culture, by definition, includes the values, beliefs, and practices that shape how work is carried out within an organization. A culture that prioritizes innovation not only supports new ideas and calculated risk-taking but also empowers employees to contribute creatively to the organization's goals (Schein, 2010). This type of culture is crucial in the start-up context, where flexibility and adaptability are often the linchpins of survival and growth. In Jakarta's start-ups, a culture that champions innovation can be particularly influential, helping companies navigate urban-specific challenges by fostering both leadership efficacy and innovative work behavior among employees (Khuan et al., 2024).

Previous research has made significant strides in examining the individual impacts of organizational culture and leadership on innovation, but a gap persists in understanding how these elements interact within the specific context of start-ups (Al-Sada et al., 2017; Baumgartner, 2009; Bowers et al., 2017; Kargas & Varoutas, 2015; Khan et al., 2020; Zheng et al., 2019). For instance, studies have shown that a supportive organizational culture can enhance innovation by

creating a psychologically safe environment for employees (Baumgartner, 2009), while other research has highlighted the role of leadership in driving team creativity and initiative (Al-Sada et al., 2017). However, there is a lack of critical analysis on how these elements interact synergistically, especially in the fast-paced and resource-constrained environment of start-ups. Addressing this gap, the current study delves into the specific mechanisms by which organizational culture fosters creative leadership and, in turn, cultivates innovative work behavior.

The primary purpose of this study is to examine the interplay between organizational culture, creative leadership, and innovative work behavior in Jakarta-based start-ups. Specifically, this research aims to achieve four objectives: First, to examine the influence of organizational culture on creative leadership, which is critical in determining how cultural values shape the capabilities of leaders in fostering innovation. Second, assessing the impact of organizational culture on innovative work behavior, exploring how a culture that supports creativity and risk-taking directly encourages employees to engage in innovative practices. Third, the study evaluates the effect of creative leadership on innovative work behavior, investigating how leaders can inspire their teams to adopt novel approaches and contribute creatively to organizational success. Finally, the study explores the mediating role of creative leadership in the relationship between organizational culture and innovative work behavior, aiming to understand how creative leadership amplifies and channels the positive effects of culture on innovation.

This study contributes both theoretically and practically by elucidating the nuanced relationship between organizational culture, creative leadership, and innovative work behavior. Practically, the research offers actionable insights for start-ups in Jakarta and other urban hubs on cultivating an organizational culture that reinforces creative leadership. Such insights can guide leaders in building a culture that not only adapts to but also thrives within the challenges posed by urban environments, ultimately enhancing their capacity for sustainable innovation. This study thus aims to serve as a foundation for both academic exploration and practical application, providing a framework for start-ups to strategically combine cultural and leadership initiatives to drive innovative capacities effectively.

THEORETICAL REVIEW

Organizational Culture

Organizational culture is a multifaceted construct that significantly influences various organizational outcomes, including employee behavior, leadership effectiveness, and overall organizational performance. Schein (1973, 1983) defines organizational culture as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration. These assumptions have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Bowers et al., 2017; Khan et al., 2020).

In the context of start-ups, organizational culture plays a pivotal role in shaping how organizations respond to internal and external challenges. A culture that encourages innovation is particularly valuable in such environments. According to Wang et al., (2020), an innovative culture is characterized by adaptability, involvement, consistency, and mission. These cultural traits support the flexibility and responsiveness needed for start-ups to thrive in volatile markets. Moreover, organizational culture is not only a passive backdrop but actively shapes and is shaped by leadership practices. Leaders play a critical role in establishing, maintaining, and transforming organizational culture. In start-ups, where structures are often less formalized, the influence of leaders on culture is even more pronounced (Tohidi & Jabbari, 2012).

Creative Leadership

Creative leadership is defined as the ability to influence and guide others towards achieving innovative and creative outcomes. Mainemelis et al., (2015) argue that creative leadership involves both the generation of creative ideas and the implementation of those ideas within the organization. This type of leadership is essential in start-ups, where the ability to innovate can determine success or failure.

Creative leaders possess certain characteristics that distinguish them from traditional leaders. They are often more open to new experiences, willing to take risks, and adept at managing ambiguity (Basadur, 2004; Stoll & Temperley, 2009). These leaders create environments where creativity can flourish by providing support for experimentation, encouraging diverse perspectives, and fostering a sense of psychological safety among employees (Mainemelis et al., 2015).

The relationship between organizational culture and creative leadership is synergistic. A culture that values innovation provides the fertile ground necessary for creative leadership to take root and flourish. Conversely, creative leaders are instrumental in nurturing and reinforcing a culture that supports innovation (Mainemelis et al., 2015). This reciprocal relationship highlights the importance of aligning cultural and leadership practices to enhance organizational innovation.

Innovative Work Behavior

Innovative work behavior (IWB) refers to the intentional creation, introduction, and application of new ideas within a work role, group, or organization, with the aim of improving performance (Nugroho et al., 2023). De Jong & Den Hartog (2010) defines IWB as a multi-stage process that includes idea generation, idea promotion, and idea realization. This behavior is crucial in start-ups, where the ability to innovate continuously is a key competitive advantage (Shaikh & Udin, 2022).

IWB is influenced by both individual and contextual factors. On an individual level, employees' intrinsic motivation, creativity, and personal initiative play significant roles (Shaikh & Udin, 2022). Contextually, organizational culture and leadership are critical determinants. A supportive culture and creative leadership can provide the resources, encouragement, and environment necessary

for employees to engage in innovative behaviors (Afsar et al., 2014; De Jong & Den Hartog, 2010).

Dynamic Capabilities Theory

The dynamic capabilities theory, as proposed by (Teece, 2016), provides a valuable lens through which to view the interactions between organizational culture, creative leadership, and innovative work behavior. This theory suggests that an organization's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments is crucial for sustaining competitive advantage. In the context of start-ups, dynamic capabilities are essential for navigating the uncertainties and rapid changes characteristic of their markets (Teece, 2007; Teece et al., 2009).

Creative leadership and an innovative organizational culture can be viewed as dynamic capabilities that enable start-ups to adapt and innovate continually. These capabilities allow organizations to sense opportunities, seize them, and transform their operations to exploit these opportunities effectively (Mainemelis et al., 2015). By fostering a culture that promotes innovation and developing leaders who can guide creative efforts, start-ups can build and sustain the dynamic capabilities necessary for long-term success.

Hypotheses Formulation

Organizational culture is a key factor that shapes leadership styles and practices, particularly in fostering creative leadership. A culture that encourages innovation provides a conducive environment for leaders to develop and display creative behaviors. According to Zheng et al., (2019), organizational culture establishes shared values and norms that influence behaviors and attitudes, enabling leaders to take risks, think creatively, and encourage innovative practices within their teams. Research by Al-Sada et al., (2017) supports this, indicating that an innovation-oriented culture enhances leaders' abilities to inspire creativity, thus building creative leadership as a core organizational capability. Additionally, Afsar & Umrani, (2019) found that organizations that prioritize cultural attributes such as openness and adaptability are more likely to have leaders who foster creativity among employees. Based on these findings, we propose the following hypothesis:

H1: Organizational culture has a positive and significant influence on creative leadership.

Organizational culture not only influences leadership but also directly affects employees' innovative work behavior. A culture that values creativity, experimentation, and learning encourages employees to engage in innovative actions that can lead to organizational improvement. Meng & Berger, (2019) demonstrated that a supportive and flexible organizational culture is crucial for fostering a psychologically safe environment, which enables employees to experiment and innovate without fear of negative consequences. Further supporting this, Khan et al., (2020) showed that organizational cultures that emphasize innovation and empowerment have a significant positive impact on

employees' innovative work behavior, as employees feel motivated to contribute novel ideas and solutions as in the hypothesis.

H2: Organizational culture has a positive and significant influence on innovative work behavior.

Creative leadership is characterized by a leader's ability to inspire and motivate employees to think creatively and pursue innovative solutions. Transformational and creative leaders create a conducive environment for innovation by fostering open communication, offering support for experimentation, and recognizing innovative contributions. According to Mainemelis et al., (2015), leaders who exhibit creativity and a willingness to embrace novel ideas play a vital role in enhancing innovative behaviors among employees. Khuan et al., (2024) further highlighted that creative leadership significantly encourages employees to explore new methods, and creative solutions as hypothesize:

H3: Creative leadership has a positive and significant influence on innovative work behavior.

In addition to the direct effects of organizational culture and creative leadership on innovative work behavior, creative leadership may also act as a mediator between culture and innovation. The dynamic capabilities theory posits that leadership is a crucial internal capability that enables organizations to leverage their cultural resources effectively for innovation (Teece et al., 2009). Creative leaders, operating within an innovation-supportive culture, can channel these cultural values into specific innovative behaviors, thereby translating cultural assets into actionable outcomes. Empirical studies by Afsar et al., (2014) suggest that creative leadership not only fosters innovation but also amplifies the influence of organizational culture on innovative work behaviors. Thus, we propose the following hypothesis:

H4: Creative leadership partially mediates the relationship between organizational culture and innovative work behavior.

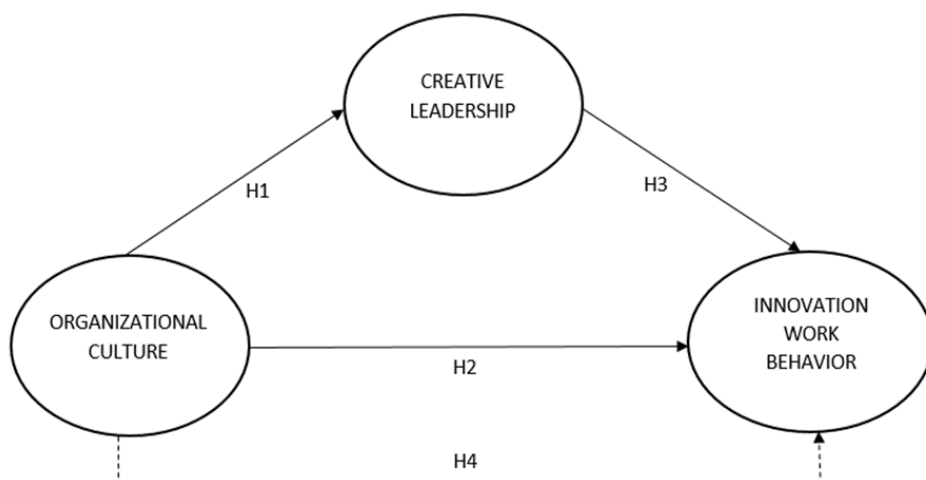


Figure 1. Conceptual Framework

METHODOLOGY

This study adopts a quantitative approach with an explanatory research design to investigate the influence of organizational culture on creative leadership and innovative work behavior within start-ups in Jakarta. An explanatory design was chosen over other designs, such as descriptive or simple correlational, because it allows for a more in-depth analysis of causal relationships among variables. Unlike correlational designs, which primarily identify associations, the explanatory design enables a clearer understanding of how changes in one variable, such as organizational culture, may lead to shifts in creative leadership and innovative work behavior (Hair et al., 2019). This approach is particularly useful in the context of start-ups, where understanding causal mechanisms can inform strategic initiatives to foster innovation.

Quantitative research, recognized for its systematic methodology, involves the collection and analysis of numerical data to test hypotheses and examine the specific relationships between variables (Creswell, 2012). This study employs structured questionnaires to measure the key variables – organizational culture, creative leadership, and innovative work behavior – using validated scales that ensure reliability and accuracy (Creswell, 2012). This design is particularly suited for studies aiming to identify patterns and relationships among variables for drawing precise and generalizable conclusions (Saunders et al., 2019).

Population and Sample

The research targets mid-level and upper-level managers from start-ups operating in Jakarta, constituting the study population. A total of 219 managers were selected as the sample for this study. Snowball sampling was employed, a non-probability sampling technique widely used in social sciences. This method relies on existing participants to recruit further participants from their networks, which is especially useful for reaching populations that are otherwise difficult to access (Sugiyono, 2013). This approach ensures that the sample is representative of the managerial cohort in Jakarta's start-up ecosystem.

Data Collection

Data were collected using a structured questionnaire designed to capture key constructs: organizational culture, creative leadership, and innovative work behavior. The questionnaire items were adapted from established scales to ensure high validity and reliability. Respondents rated their agreement with each statement on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The dual-mode distribution of the questionnaire (electronic and paper) was implemented to maximize the response rate and ensure comprehensive data collection.

Variable Measurement

Organizational Culture is measured using Tohidi & Jabbari (2012) scale, which includes dimensions such as involvement, consistency, adaptability, and mission. Example items are "Our organization has a clear mission that gives meaning and direction to our work" and "Our organization encourages continuous improvement." This scale is chosen for its robust framework in capturing the multifaceted nature of organizational culture.

Creative Leadership is evaluated using a scale developed by Harris (2009), which assesses the extent to which leaders foster creativity and innovation. Sample items include "My leader encourages team members to think outside the box" and "My leader supports new and innovative ideas." This measurement ensures that various aspects of leadership that promote creativity are comprehensively assessed.

Innovative Work Behavior is assessed using the scale developed by De Jong & Den Hartog, (2010) , which measures proactive and innovative actions among employees. Example items include "I regularly look for new ways to improve the quality of my work" and "I am willing to take risks to implement innovative solutions." This scale is selected for its ability to capture the essence of innovative behavior within the workplace.

Table 1. Variable Measurement Items

Variable	Indicator	Item Measurement
<i>Organizational Culture</i> (Tohidi & Jabbari, 2012)	OC 1	Employees are encouraged to actively participate in organizational decisions.
	OC 2	Our organization has a clear set of values that guide employees' actions.
	OC 3	The organization is quick to adapt to changes in the environment.
	OC 4	Our organization has a clear mission that gives meaning and direction to our work.
	OC 5	Our organization continuously seeks to improve its processes and practices.
<i>Creative Leadership</i> (Harris, 2009)	CL 1	My leader encourages team members to think outside the box.
	CL 2	My leader is open to suggestions for improving current practices.
	CL 3	My leader supports experimenting with new methods and solutions.
	CL 4	My leader inspires the team to reach beyond standard approaches.
	CL 5	My leader encourages me to take calculated risks when exploring new ideas.
<i>Innovation Work Behavior</i> (De Jong & Den Hartog, 2010)	IWB 1	I regularly look for new ways to improve the quality of my work.
	IWB 2	I explore new ideas thoroughly to assess their feasibility.
	IWB 3	I actively promote my ideas to gain support from others.
	IWB 4	I work hard to put new ideas into practice.
	IWB 5	I recognize potential problems that need innovative solutions
	IWB 6	I share knowledge and insights with my team to foster innovation.
	IWB 7	I readily adapt to new ideas and changes in my work.
	IWB 8	I am willing to take risks to implement innovative solutions.

Data Analysis

Data analysis was conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach, facilitated by the SmartPLS 4 software. SEM is a powerful multivariate statistical analysis technique that allows for the simultaneous examination of multiple relationships between variables(Hair et al., 2019). PLS-SEM is particularly advantageous for exploratory research and theory development due to its flexibility in handling complex

models and smaller sample sizes compared to covariance-based SEM (Hair et al., 2014).

RESULTS

Descriptive Statistics

Before analyzing the hypothesis test results, it's essential to provide an overview of the data using descriptive statistics. This includes measures of central tendency (mean) and variability (standard deviation), which give insights into the distribution of responses for each indicator in the variables: Organizational Culture, Creative Leadership, and Innovative Work Behavior.

Table 1. Descriptive Statistics of Study Variables (N=219)

Variable	Indicator	Mean	Std. Deviation
<i>Organizational Culture</i>	OC 1	4,12	0,68
	OC 2	3,95	0,72
	OC 3	4,05	0,70
	OC 4	4,10	0,67
	OC 5	4,08	0,65
<i>Creative Leadership</i>	CL 1	4,15	0,69
	CL 2	4,02	0,71
	CL 3	4,09	0,74
	CL 4	4,13	0,68
	CL 5	4,07	0,72
<i>Innovation Work Behavior</i>	IWB 1	4,18	0,66
	IWB 2	4,06	0,69
	IWB 3	4,14	0,70
	IWB 4	4,11	0,73
	IWB 5	4,09	0,68
	IWB 6	4,12	0,65
	IWB 7	4,08	0,69
	IWB 8	4,10	0,71

Note: Responses are based on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree)

The descriptive statistics reveal that, overall, the respondents rated all indicators relatively high, with mean scores mostly above 4.0, indicating that start-up managers generally perceive strong organizational culture, creative leadership, and innovative work behavior within their companies. The mean scores for organizational culture indicators (ranging from 3.95 to 4.12) suggest that managers perceive a supportive culture that emphasizes involvement, mission clarity, and adaptability. This high rating is crucial in environments like start-ups where flexibility and shared values play a pivotal role in aligning teams with organizational goals.

Creative leadership indicators also received high ratings, with mean scores ranging from 4.02 to 4.15. This suggests that managers feel supported by leadership practices that encourage creativity, openness, and risk-taking. These elements are particularly relevant in start-ups, where leadership that fosters innovation can directly impact the team's ability to pursue novel solutions.

The highest mean scores appear under innovative work behavior indicators, especially for "Idea Generation" (4.18) and "Idea Championing" (4.14). This high scoring indicates that managers actively engage in creative processes, consistently seek improvements, and champion new ideas within their teams. The lower variability (standard deviations below 0.75) across these indicators suggests that these behaviors are widely supported and encouraged across different start-ups.

Convergent Validity

The statistical tests conducted in this study provide a robust indication of the validity of the measuring instruments employed. All loading factors of each latent variable indicator – Creative Leadership, Innovative Work Behavior, and Organizational Culture – exceed the 0.40 threshold. This indicates that each indicator effectively reflects the concept being measured and can be relied upon as a valid measurement tool.

The results of the convergent validity testing can be seen in Table 2, which shows that the measured constructs have a significant level of correlation. Substantial and significant loading factor values indicate that the indicators in each latent variable strongly contribute to the variability of the measured constructs. Therefore, these results provide solid empirical support for the concepts and constructs utilized in this study.

These findings indicate that the measurement tools used in this study possess good validity and are reliable for measuring key concepts such as Creative Leadership, Innovative Work Behavior, and Organizational Culture. This provides a solid foundation for interpreting the results and potential implications from further data analysis.

Table 2. Convergent Validity Test

Latent Variable	Indicator	Loading factor (> 0,4)	AVE (> 0,5)	Results
<i>Organizational Culture</i>	OC 1	0.748	0.792	Valid
	OC 2	0.892		Valid
	OC 3	0.922		Valid
	OC 4	0.948		Valid
	OC 5	0.926		Valid
<i>Creative Leadership</i>	CL 1	0.866	0.648	Valid
	CL 2	0.683		Valid
	CL 3	0.770		Valid
	CL 4	0.845		Valid
	CL 5	0.846		Valid
<i>Innovation Work Behavior</i>	IWB 1	0.841	0.686	Valid
	IWB 2	0.807		Valid
	IWB 3	0.828		Valid
	IWB 4	0.833		Valid
	IWB 5	0.871		Valid
	IWB 6	0.765		Valid
	IWB 7	0,843		Valid
	IWB 8	0.837		Valid

Source: Processed Data (2024)

Reliability analysis was conducted to ensure consistency in measuring each latent variable. The majority of composite reliability scores for Creative Leadership, Innovative Work Behavior, and Organizational Culture exceed the 0.7 threshold, with detailed results shown in Table 5. High composite reliability indicates that all indicators have an adequate level of reliability in measuring the concepts represented by each latent variable.

Table 3. Cross Loading Factor Test Results

Indicator	Creative Leadership	Innovation Work Behavior	Culture
CL 1	0.866	0.427	0.462
CL 2	0.683	0.222	0.343
CL 3	0.770	0.439	0.439
CL 4	0.845	0.542	0.685
CL 5	0.846	0.543	0.539
IWB 1	0.456	0.841	0.530
IWB 2	0.515	0.807	0.492
IWB 3	0.482	0.828	0.497
IWB 4	0.481	0.833	0.542
IWB 5	0.459	0.871	0.523
IWB 6	0.397	0.765	0.414
IWB 7	0.505	0.843	0.556
IWB 8	0.446	0.837	0.513
OC 1	0.366	0.430	0.748
OC 2	0.560	0.542	0.892
OC 3	0.651	0.599	0.922
OC 4	0.632	0.585	0.948
OC 5	0.579	0.566	0.926

Source: Processed Data (2024)

For instance, the composite reliability measurement result for Creative Leadership is 0.901, showing that this measurement tool consistently measures the dimensions of creative leadership. Similarly, consistent results were found for Innovative Work Behavior (CR = 0.946) and Organizational Culture (CR = 0.950). Likewise, the Cronbach's Alpha values further confirm reliability, with scores of 0.865 for Creative Leadership, 0.935 for Innovative Work Behavior, and 0.933 for Organizational Culture, indicating high internal consistency among the items as in Table 4, and 5.

Table 4. Fornell-Larcker Criterion Test

Construct	Creative Leadership	Innov. Work Behavior	Culture
CL	0.805		
IWB	0.566	0.828	
OC	0.638	0.616	0.890

Source: Processed Data (2024)

Table 5. Reliability Test

Constructs/Measure	Cronbach's Alpha	rho_A	Composite Reliability
CL	0.865	0.896	0.901
IWB	0.935	0.937	0.946
OC	0.933	0.950	0.950

Source: Processed Data (2024)

These findings provide additional confidence in the reliability of the measurement instruments and the overall research results. High composite reliability values indicate that the concepts measured in this study are reliable and provide consistent results for hypothesis revelation as in Table 6.

Table 6. Path Coefficient dan T-Statistics

Paths	Path	T-Statistics	P-Values	Hipotesis
CL → IWB	0.292	3.524	0.000	Accepted
OC → CL	0.638	16.313	0.000	Accepted
OC → IWB	0.430	5.717	0.000	Accepted
OC → CL → IWB	0.186	3.390	0.001	Accepted

Source: Processed Data (2024)

The analysis of the structural model test using the bootstrapping method on a subsample of 500 shows significant results, with a significance level of 0.05 (one tail). The path coefficient results contained in Table 6 provide an overview of the extent of the relationship between latent variables in this model. The results also show that Creative Leadership significantly mediates the relationship between Organizational Culture and Innovative Work Behavior.

DISCUSSION

This study explores the influence of organizational culture on creative leadership within the context of start-ups in Jakarta. The analysis indicates a positive and significant relationship between organizational culture and creative leadership. Organizational culture forms the foundation of the work environment, affecting how members think, behave, and interact. In start-ups, a culture that supports creativity fosters an environment conducive to the emergence of new ideas and innovative solutions. This aligns with the research results of Baumgartner (2009), which posits that organizational culture comprises basic assumptions developed by a group as it learns to cope with external adaptation and internal integration challenges.

Given the high adaptability required in start-ups, a culture promoting creativity is vital for facilitating creative leadership, enabling organizations to navigate challenges and identify new opportunities (Nugroho, 2021). The study found that values such as openness, collaboration, and experimentation significantly contribute to shaping creative leadership.

Leaders operating within a supportive organizational culture are more likely to develop innovative and creative leadership styles. They are encouraged to think outside the box and inspire their teams to do the same. This supports the views of Khuan et al. (2024) and Rizki et al. (2019), who assert that creative leadership is reinforced by a supportive work environment. Additionally, this finding is consistent with Afsar et al. (2014) who emphasize that an innovative organizational culture is crucial for leaders managing innovation and change. From a strategic management perspective, a strong and positive organizational culture can be considered an intangible resource that provides a competitive advantage.

Creative leadership significantly influences innovative work behavior within start-ups. This finding underscores the importance of fostering creative leadership

to encourage innovative behavior among employees, crucial for achieving a competitive advantage in dynamic business environments. The relationship between creative leadership and innovative work behavior is intricate and multifaceted. Creative leaders play a pivotal role in cultivating an environment where innovative ideas can flourish. They do this by promoting a culture of trust and psychological safety, where employees feel confident to experiment and take risks without fear of negative consequences. This type of environment is essential for fostering innovation as it allows employees to explore novel solutions and approaches to problems.

Moreover, creative leaders act as role models for innovative behavior. When leaders demonstrate creativity and a willingness to embrace new ideas, it sets a precedent for their team members to follow. This modelling behavior is crucial in establishing a norm of innovation within the organization. Leaders who are seen as innovative and open to new ideas inspire their employees to think creatively and contribute their own innovative ideas.

In addition, creative leaders provide the necessary resources and support for innovation. This includes not only material resources such as time and funding but also emotional and intellectual support. Leaders who encourage open communication, provide constructive feedback, and recognize and reward innovative efforts help to sustain an innovative culture within their teams. This support is essential for translating creative ideas into tangible innovations that can benefit the organization.

The positive influence of creative leadership on innovative work behavior is also supported by previous research. For example, Zheng et al. (2019) found that creative leadership positively impacts employees' innovative behavior by enhancing their psychological conditions and fostering a supportive work environment. Similarly, Akturan & Çekmecelioğlu (2016) emphasized that leadership behavior that promotes creativity and innovation is crucial for organizational success in rapidly changing environments.

The study also investigates the mediating role of creative leadership in the relationship between organizational culture and innovative work behavior. When creative leadership was introduced as a mediating variable, the influence of organizational culture on innovative work behavior remained significant but reduced, indicating partial mediation.

Creative leadership acts as a catalyst in the relationship between organizational culture and innovative work behavior. This partial mediation suggests that while organizational culture directly influences innovative work behavior, creative leadership enhances this effect by fostering an environment that supports and encourages innovation.

This research significantly contributes to the literature on strategic management, particularly in the context of start-ups. One of the main theoretical implications is the confirmation of the role of organizational culture as a key factor in promoting creative leadership and innovative work behavior. These findings support and extend previous theories suggesting that an organizational culture that supports innovation can create a conducive environment for leaders to develop and implement creative ideas.

The study also reinforces the dynamic capabilities theory proposed by Teece, Pisano, and Shuen (1997). Our findings show that creative leadership, as a dynamic capability, plays a crucial role in mediating the influence of organizational culture on innovative work behavior. This provides additional empirical evidence that dynamic managerial capabilities, such as creative leadership, are essential in helping organizations quickly adapt to environmental changes and leverage innovative opportunities. Thus, this research enriches our understanding of how dynamic capabilities can be applied in the context of start-ups operating in highly dynamic and uncertain environments.

Additionally, this study offers new insights into the relationship between organizational culture, creative leadership, and innovative work behavior in start-ups. Most previous research on these relationships was conducted in more established and larger organizations. By focusing on start-ups in Jakarta, this study fills a gap in the literature and highlights the importance of understanding these dynamics in the context of smaller, more agile companies.

The research also contributes to the literature on the mediating role of creative leadership. The finding that creative leadership partially mediates the relationship between organizational culture and innovative work behavior adds to our understanding of the mechanisms underlying this relationship. It underscores the importance of creative leadership as a primary driver in translating organizational cultural values into innovative work behavior. Thus, this research provides a more comprehensive theoretical framework to explain how organizational culture and creative leadership together influence innovative behavior in the workplace.

This study offers significant theoretical contributions by integrating and extending existing theories on organizational culture, creative leadership, and dynamic capabilities. These findings not only enrich the current literature but also provide a more solid theoretical foundation for future research in this field. Therefore, this research provides a strong basis for researchers and practitioners to better understand and develop effective strategies to foster innovation through organizational culture and creative leadership.

The findings of this study offer several significant practical implications for start-up management in Jakarta. Firstly, the finding that an organizational culture that supports innovation has a positive and significant impact on the development of creative leadership suggests that start-ups should actively develop and maintain a culture that encourages creativity and innovation. This can be achieved through various initiatives, such as creating a flexible work environment, encouraging employee participation and collaboration, and recognizing and rewarding innovative ideas. Management must ensure that innovation and creativity values are internalized throughout the company's operational and strategic aspects.

Secondly, the finding that organizational culture directly influences employees' innovative work behavior underscores the importance of culture in facilitating innovation. Start-ups should strive to create a culture that prioritizes experimentation and continuous learning. This can be done by providing employees with the space to try new things without fear of failure, providing the necessary resources to support innovative projects, and creating constructive

feedback mechanisms. Management should also encourage initiatives that allow employees to share ideas and learn from each other.

Thirdly, the finding that creative leadership has a significant positive influence on innovative work behavior emphasizes the importance of developing creative leadership skills at all levels of the organization. Start-ups should invest in leadership training and development programs designed to enhance leaders' ability to inspire and motivate employees to think creatively and act innovatively. These programs could include training on creative thinking techniques, change management, and effective communication skills. Additionally, start-ups should consider forming cross-functional teams led by creative leaders to encourage collaboration and innovation throughout the organization.

Fourthly, the finding that creative leadership partially mediates the relationship between organizational culture and innovative work behavior suggests that efforts to enhance innovation should include the development of creative leadership. Management needs to recognize and develop creative leadership potential among their employees and create career paths that allow creative leaders to grow and thrive within the organization. Additionally, management should ensure that organizational structures and processes support creative leadership and do not hinder innovative initiatives.

FURTHER STUDY

Despite making significant contributions to the literature on strategic management in the context of start-ups, this study has several limitations. First, the research uses a quantitative method with a survey technique to collect data from employees and managers of start-ups in Jakarta. While this method allows for the collection of large amounts of data, it has limitations in terms of gaining a deep understanding of more complex organizational contexts and dynamics. Additional qualitative approaches or case studies could provide richer and more in-depth insights into the phenomena being studied.

Second, the study uses a snowball sampling method to collect respondents. Although this technique is effective for reaching hard-to-reach populations, such as start-ups, it may result in sample bias. Respondents recommended by others in their network might share similar characteristics, affecting the generalizability of the findings. Future research could consider using more random or stratified sampling techniques to increase sample representativeness.

Third, the study focuses on start-ups operating in Jakarta. While these findings are relevant to the local context, there are limitations in generalizing the results to a broader context or to start-ups in different geographic locations. Start-ups in other regions might face different environmental conditions in terms of culture, regulations, and market dynamics, which could affect the relevance and application of these findings. Future research could expand the geographical scope to explore whether these findings are universally applicable.

Fourth, the study measures variables such as organizational culture, creative leadership, and innovative work behavior using self-report questionnaires. While this method is commonly used in management research,

there is a risk of respondent bias, such as social desirability or recall bias, which could affect data accuracy. Using more diverse data collection methods, such as in-depth interviews or direct observations, could help minimize these biases and provide a more holistic picture.

Finally, the study does not consider other variables that might also play important roles in driving innovative work behavior, such as technological support, organizational structure, or business strategy. These variables might interact with organizational culture and creative leadership in complex ways and could also influence employees' innovative behavior. Future research could include these additional variables to provide a more comprehensive understanding of the factors influencing innovation in start-ups.

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