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The Effect of Transformational Leadership and Organizational Culture on Organizational Innovation Through Employee Creativity as an Intervening Variable

“Study on the Jurisdiction of the West Papua High Court”

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ABSTRACT

This research focuses on analyzing the impact of transformational leadership and organizational culture on employee creativity and organizational innovation in the West Papua High Court Jurisdiction. The type of research used is quantitative research method with causality analysis. Data was collected by utilizing a questionnaire. In the data processing process to calculate each indicator, a Likert scale was used. Furthermore, validity and reliability tests were carried out. Data analysis was carried out by descriptive analysis and SmartPLS Analysis. The results showed that partially, transformational leadership has no effect on employee creativity, organizational culture partially has a positive effect on employee creativity, partially transformational leadership has no effect on organizational innovation, partially, organizational culture affects organizational innovation, and employee creativity partially has no effect on organizational innovation, partially, transformational leadership intervened by employee creativity has no effect on organizational innovation, and partially, organizational culture intervened by employee creativity has no effect on organizational innovation. Suggestions, it is good for organizations to improve the quality of transformational leadership, and need to pay attention to values, norms, and behaviors that encourage creativity.

INTRODUCTION

Organizational innovation is one of the important factors in supporting the pace of the organization. Indeed, it relies on the resource approach (Huseini, 1999), where organizational innovation is positioned as the basis for achieving competitive advantage (Noaka & Takeuchi, in Bennett, 2001). Innovation can be understood as a guide to new ideas to be implemented, new material components produced, new processes introduced, new markets opened and new forms in an organization (Jensen, 2000).

Innovation is one of the keys to sustaining and advancing an organization (Albert, 2009). A good organization certainly has aspects of innovation which will maintain and advance the organization at a predetermined level. According to Kotler and Keller (2009), innovation is a new perception from someone in the form of products, services, and ideas. In simple terms, innovation can be interpreted as a breakthrough related to new products or services. However, Kotler himself adds that innovation is not only limited to the development of new products or services, innovation also includes thinking about new business models and new processes. Innovation is also seen as a company's mechanism to adapt to a business environment that is currently very dynamic. Therefore, companies are expected to create new ideas that offer innovative products or services that provide satisfaction to their customers. Innovation is increasingly important not only as a tool in maintaining the survival of their organization but also to excel in competition.

Innovation has many positive contributions to organizations, which are the basis for Indonesian government policy making to encourage organizations to compete globally, but the phenomenon that can be seen based on the Global Innovation Index survey (2019), innovation in Indonesia is in the low ranks compared to other countries in the world, which is ranked 115 out of 139 countries with a percentage of 0.827%. Based on the criteria, the lack of technological readiness (ranked 67th), the lack of human resource capacity that affects technological development (ranked 108th), and the low tolerance or impact of technological development on Indonesia's economic benefits (ranked 115th), are the benchmarks for the cause of low employee innovation in Indonesia (Shamara & Etikariena, 2021).

Innovation and its importance to companies is not a recent topic. However, firms' perceptions of the nature of the innovation process have changed in recent decades (Xie et al., 2018). Today, it is widely accepted that innovation should be supported in the creation and sustainable transformation of knowledge (Davids & Frenken, 2018). Therefore, organizations need to develop their ability to recognize existing knowledge and create new combinations to innovate and compete in a globalized world. This capacity to acquire and transform knowledge is called absorptive capacity (ACAP).

Not only profit-focused organizations need organizational innovation, of course, public sector organizations, non-profit organizations, and various types of organizations cannot be separated from this need. Likewise, the subject of this research is the West Papua High Court in Manokwari, which was newly formed based on the Law of the Republic of Indonesia Number 9 of 2021. Any

new organization will have to compete competitively. The organizational climate will certainly depend on leadership patterns to encourage the creation of organizational innovation (Puryantini et al., 2017). The West Papua High Court aims to be a, higher level organization with 4 (four) juridical areas in the Fak-Fak District Court, Kaimana District Court, Manokwari District Court, and Sorong District Court. The size of the jurisdiction certainly requires innovation both from the system, the ability of Human Resources, the availability of infrastructure, and others (Wicaksono 2018).

Organizations certainly need transformation and innovation to survive, escape death and stagnation and adapt to a changing and volatile environment. Almost all managers deal with the slogan "you will face death unless you become innovative" (Aminbeidokhti et al., 2016). Today's organizational problems cannot be solved by previous solutions and environmental conditions have become so complicated, dynamic and uncertain that organizations without innovation cannot guarantee their long-term life (Pramono et al., 2021). Innovation has created a drastic trend towards knowledge, expertise and employee engagement as key inputs to the value creation process.

It can be seen in the regulation of Law Number 9 of 2021 based on the consideration of letter (b) which states: "that with the establishment of West Papua Province, Riau Islands Province, West Sulawesi Province, and North Kalimantan, as well as to improve legal services to the community and in order to achieve simple, fast, and light cost case resolution, it is necessary to establish a High Court in the capital cities of West Papua Province, Riau Islands Province, West Sulawesi Province, and North Kalimantan". In more detail, the consideration of letter (b) of the Law is set out in Article 6, namely: "What is meant by court facilities and infrastructure includes buildings, one-stop service rooms, open living rooms, courtrooms, court facilities and infrastructure that support the implementation of an electronic-based justice system (e-court), and other necessary facilities".

The operation of the Court of Appeal is expected to improve legal services for the justice-seeking public and encourage efforts to develop career patterns and mutation patterns of the apparatus as well as improve the performance and professionalism of the apparatus, in order to optimize the utilization of functional positions that already exist within the government. Each High Court provides a form of service that is certainly not the same due to the facilities and infrastructure owned by each High Court and differences in the character and culture of the community in each jurisdiction. However, this is also driven by human resources that have differences in competence, level of education, number of apparatus, and other matters.

Administratively, West Papua Province consists of thirteen autonomous districts and cities. The topography of West Papua Province varies greatly, stretching from lowlands, swamps to highlands, with land cover types in the form of tropical rainforests, grasslands, and reeds. This condition is one element that becomes a barrier to transportation between regions, especially land transportation. With the vast area of the jurisdiction, the time and cost required for the Jayapura High Court to supervise and mentor is an obstacle, and vice

versa for judges at the West Papua High Court to coordinate with the Jayapura High Court is an obstacle due to the existing conditions. The different characteristics, culture, and geographical aspects of the community in each jurisdiction make innovation decisions that must be right on target (Tarmed, 2018).

Some differences in electronic service systems, both application-based and website-based, at each High Court office are a form of adjustment made to fulfill the quality and quantity of services to the community. So that the form and model of technology-based service invasion also needs to be adjusted to the needs of users in the region. Furthermore, talking about leadership is considered as one of the significant factors that influence employee creative behavior and organizational innovation. The results of previous research related to the influence of transformational leadership, organizational culture, and employee creativity on organizational innovation show results that are not in line or there are still inconsistencies in research results, where some say they have an effect and some find no effect.

The role of creativity variables in several previous studies is also different. Idealized influence, intellectual stimulation, and inspirational motivation which are dimensions of transformational leadership have a great influence on organizational innovation and employee creativity positively intervenes in the relationship between transformational leadership and organizational innovation. Thus, through a transformational leadership style, inspiring employees to think creatively and lead to innovation in the organization (Shafi et al., 2020). Based on the background above, this study is entitled "The Effect of Transformational Leadership and Organizational Culture on Organizational Innovation through Employee Creativity as an Intervening Variable".

THEORETICAL REVIEW

Structure of Intellect Theory

The structure of intellect theory is a large-scale theory. The structure of intellect theory explains that human innovation and creativity are basically related to convergent and divergent thinking processes. Convergent is a way of thinking to provide the only correct answer, while divergent is a thinking process that provides a diverse set of alternative answers. Research by Chaganti and Damapour (1991) classifies innovation into several types, including: administrative innovation, technical innovation, product/service innovation, process innovation, radical innovation, incremental innovation. Administrative innovation is related to organizational structure and administrative processes that are indirectly related to the basic work activities of an organization and are directly related to organizational management. Technical innovation is related to the technology of products, services, and production processes. Product innovation is a new product or service introduced to external users or due to market needs.

Definition of Organizational Innovation

Organizational innovation is a requirement for organizational change, which is no longer just organizational development. Organizations cannot operate satisfactorily if they are unable to adapt to the competitive external environment and changes that occur on an organizational scale in small or large organizations. Hurley and Hult (1998); Kusumo (2006) define innovation as a mechanism by which companies adapt to a dynamic environment, therefore companies are required to have the ability to create new thinking, new ideas and offer innovative products and services to customers.

According to Tidd and Bessant (2011) innovation is a process that can be organized and managed, whether in starting a new venture or renewing a 100-year-old business. Innovation is driven by the ability to see connections, capture opportunities and to take advantage of them. Innovation is also defined by Drucker (in Tidd and Bessant, 2011) as the ways in which entrepreneurs create new wealth-producing resources or utilize existing resources, by increasing their potential, to increase wealth. Innovation is a specific function of entrepreneurship, whether it is in existing businesses, public service institutions, or new ventures undertaken by an individual.

Furthermore, according to Yosephina and Ilham (2022:18), innovation can be interpreted as an effort to become something that already exists as something new (a change). This is also emphasized by Sanggel (2018) that innovation is an idea or idea that is accepted as something new that has existed before, a new change made towards an improvement that is different from what was done before.

Definition of Transformational Leadership

The initial idea of transformational leadership was conveyed by Burns (1978), where this concept was then developed by explaining that transformational leadership can motivate employees to work based on full devotion in order to achieve predetermined organisational goals. According to Bass & Avolio (1995), there are 4 (four) dimensions of transformational leadership, including; (1) Idealised influence, this dimension refers to leaders to influence employees to follow them and act as role models. (2) Inspirational motivation: this dimension refers to leaders stimulating employees' motivation levels beyond their expectations in order to achieve organisational goals, as well as personal goals. (3) Intellectual stimulation: this dimension refers to a leader stimulating the ability of employees to think outside the box while solving problems and refreshing their minds.

Citing the opinion of Gilmore et al. (2013) which refers to intellectual stimulation which is an action to stimulate employee creativity and innovation. Individual consideration refers to a leader who pays attention to each employee by listening to their problems personally and providing support to employees (Dionne, et al., 2004). Talking about transformational leadership theory has been very well developed (Grant, 2012), and provides a very clear insight into the influence of transformational leaders on organisations. Including some researchers have examined the consequences of transformational leadership on

employees such as; commitment, creativity, performance (Judge and Piccolo, 2004). The results of their research also increase knowledge about employee management related to creativity and innovation. Transformational leadership controls internal-external changes that are important for an individual to make in an effort to achieve the goals of an organisation that have been previously laid out.

Organizational Culture

Definition Organisational culture is the values that guide human resources in carrying out their responsibilities and obligations, including their behaviour within the organisation. These values provide answers about whether an action has been right or wrong, and whether a behaviour has been recommended or not recommended. According to Manik (2019) organisational culture is the result of a process that is combined between the cultural style and behaviour of each individual brought before into a new norm and philosophy, which has energy and group pride in order to face something and achieve certain goals. Meanwhile, Wahyudi and Tupti, (2019) say that organisational culture is a habit that is continuously repeated so that it becomes a value and lifestyle by a group of people or individuals in an organisation, which is then followed and imitated by other individuals.

Employee Creativity

Creativity has been previously stated as an individual's ability to generate new and valuable ideas, and it differs from the concept of innovation which refers to the ability to implement creative ideas successfully (Amabile, 1996; Jaiswal and Dhar, 2017). Developing creative ideas is necessary for innovation and enables organizations to gain a competitive advantage (Jyoti and Dev, 2015).

Employee creativity is an important and determining factor in making changes and development, in order to adapt to the surrounding environment (Agustina and Putra, 2021). Employee creativity, a key component of human resources, involves creating new and valuable ideas. Creativity refers to the creation of valuable and useful new products, services, ideas, procedures or processes by individuals working together in complex social systems (Woodman, et al., 1993). Employee creativity includes three individual characteristics: Personality traits and self-efficacy, Cognitive characteristics and Motivational aspects; and four OCC characteristics: Supervisory and leadership behavior, Coworker behavior, Work context, and Social network.

METHODOLOGY

In conducting a study or research, of course, a methodology is needed to be used (Ohoiwutun and Ilham, 2023; Ohoiwutun and Kaunang, 2024), the method used aims to answer the research questions that have been asked (Tokang and Yumame, 2023; Wambrauw, 2023). The method used must be in accordance with the subject matter being studied (Ilham et al., 2020). The research method used is quantitative research method with causality analysis. Quantitative research is a research method that emphasizes the aspect of

objective measurement of social phenomena. To measure variables, it is usually done with research instruments so as to produce data in the form of numbers that can be analyzed using statistical procedures. In this study, quantitative data were obtained directly from filling out questionnaires as an instrument that refers to variable indicators of transformational leadership, organizational culture, employee creativity, and organizational innovation. Questionnaire respondents were employees at the West Papua High Court.

The population of employees in the jurisdiction of the West Papua high court which is the object of this research is 128 employees. This study uses a saturated sampling method or census. Sugiyono (2013) defines saturated sampling or census as a sampling technique when all members of the population are used as samples.

Based on this understanding, it can be seen that saturated sampling or census is a sampling technique using all members of the population. This study uses the same number of samples as the population or called a census because the population is small so it is not possible to use a sample. In this study, the population to be used is the number of employees in the juridical area of the West Papua High Court with 4 district courts, namely Fak-Fak, Kaimana, Manokwari, and Sorong, totaling 128 people consisting of all class elements and positions.

Table. 1 Research Sample

No	Department / Institution	Sample
1	West Papua High Court	13
2	Fak-Fak District Court	18
3	Kaimana District Court	23
4	Manokwari District Court	31
5	Psorong District Court	43
Total Sample		128

Source: data processed, 2024

Data collection was done by utilizing a questionnaire. In addition, a literature study relevant to the topic under study was also conducted (Yunita,2022 ; Sapioper et al., 2022), which was sourced from various library materials such as; articles, journals, proceedings, and other literature sources (Tebay and Ilham, 2023 ; Ilham et al.,2022 : Tokang and Yumame, 2023). Data analysis was conducted through Descriptive Analysis and Structural Equation Model (SEM) based on Partial Least Square (PLS).

RESULTS

Descriptive of Respondents' Answers

Descriptive statistics is a branch of statistics that aims to summarize and describe data systematically. By using various methods such as calculating the mean, median, and standard deviation, descriptive statistics allow us to understand the basic characteristics of a data set. Through this analysis, we can identify patterns, trends, and variability in the data, thus providing a deeper understanding of the observed phenomenon. The Transformational Leadership variable (X1) which is measured by 4 statements based on indicators shows a

Standard deviation value greater than ($>$) 0.5. This shows that the respondent's answer data has different variations.

The Organizational Culture Variable (X2) as measured by 7 statements based on indicators shows a Standard deviation value greater than ($>$) 0.5. This shows that the respondent's answer data has different variations. The Organizational Innovation Variable (Y) as measured by 4 statements based on indicators shows a Standard deviation value greater than ($>$) 0.5. This shows that the respondent's answer data has different variations. The Employee Creativity Variable (Z) as measured by 3 statements based on indicators shows a Standard deviation value greater than ($>$) 0.5. This shows that the respondent's answer data has different variations. In detail, descriptive and explanations based on respondents' answers to each variable will be explained in the tables below:

a. Transformational Leadership (X1)

The frequency of respondents' answers is related to the X1 indicator, which is the indicator that forms the transformational leadership variable. This table contains information about the frequency of respondents' answers for each indicator, categorized based on the answer scale Strongly Agree (SS), Agree (S), Moderately Agree (CS), Disagree (TS), and Strongly Disagree (STS). The frequency of respondents' answers regarding the indicators used to measure the Transformational Leadership variable (X1). Each indicator is measured based on five answer categories: Strongly Disagree (STS), Disagree (TS), Moderately Agree (CS), Agree (S), and Strongly Agree (SS). Indicator X1.1 shows that most respondents feel happy to be around their superiors, with a high mean score of 4.41. This indicates that the boss has the ability to create a pleasant work environment for his subordinates. Indicator X1.2 has an average of 4.13.

Although the majority of respondents feel that their superiors provide inspiration in dealing with difficult problems, the level of inspiration is still in the lower category compared to other indicators. Indicator X1.3 shows that superiors often provide directions on how to do the job with an average value of 4.19. This indicates that superiors provide fairly clear instructions to their subordinates, although there is still room for improvement. Indicator X1.4 has an average of 4.35. Most respondents feel that their superiors know what they want, which indicates that superiors are quite understanding of the needs and desires of their subordinates. Overall, the Transformational Leadership variable (X1) received an average score of 4.27. This shows that transformational leadership in this organization is rated quite high by respondents. Although there are some areas that require attention for further improvement, in general, the superiors have succeeded in creating a supportive and inspiring work environment for their subordinates.

b. Budaya Organisasi (X2)

Frekuensi jawaban responden terkait dengan indikator X2, yaitu faktor-faktor yang memengaruhi budaya organisasi. Tabel ini memuat informasi tentang frekuensi jawaban responden untuk setiap indikator, dikategorikan berdasarkan skala jawaban Sangat Setuju (SS), Setuju (S), Cukup Setuju (CS), Tidak Setuju (TS), dan Sangat Tidak Setuju (STS).

The frequency of respondents' answers to the indicators used to measure the Organizational Culture variable (X2). Indicator X2.1 shows that the majority of respondents feel that they have ample opportunities to make improvements in the work management system, with an average value of 4.33. This indicates a culture that supports continuous improvement in the organization. Indicator X2.2 with an average of 4.25 shows that a culture of collaboration and cooperation in solving problems in the workplace is highly recognized by respondents. This reflects an inclusive and collegial organizational culture. Indicator X2.3 shows that the majority of respondents feel that the tasks assigned are in accordance with their expertise, with an average value of 4.25. This indicates a match between the tasks and competencies possessed by employees. Indicator X2.4 with an average of 4.22 shows that the majority of respondents feel they can utilize the various communication channels available to complete work tasks. This reflects the existence of effective communication in the organization.

Indicator X2.5 shows that the average of 4.11 indicates that communication support from the leadership when problems occur can still be improved, although in general respondents feel sufficiently supported. Indicator X2.6 with an average of 4.24 shows that most respondents have a strong desire to achieve organizational goals, reflecting a high commitment to the organization's vision. Indicator X2.7 with an average of 4.19 shows that respondents feel there is room to convey their ideas and opinions to the leadership, reflecting a culture of openness and participation in the organization. Overall, the Organizational Culture variable (X2) received an average score of 4.23. This shows that the organizational culture in this place is rated positively by respondents. The majority of respondents feel that they have the opportunity to contribute, there is collaboration in solving problems, tasks that match their expertise, and open and effective communication. This culture supports continuous improvement and the achievement of organizational goals.

c. Employee Creativity (Z)

The frequency of respondents' answers related to indicator Z, which is an indicator that forms the employee creativity variable. This table contains information about the frequency of respondents' answers for each indicator, categorized based on the answer scale Strongly Agree (SS), Agree (S), Moderately Agree (CS), Disagree (TS), and Strongly Disagree (STS).

Respondents' responses to the indicators used to measure the Employee Creativity variable (Z). For indicator Z1, the majority of respondents show creativity in their work when given the opportunity, with an average value of 4.37. This reflects that the work environment provides opportunities for employees to show their creativity. Indicator Z2 with an average of 4.38 shows that the majority of respondents actively propose new ways to achieve goals or objectives. This reflects an innovative culture in the organization, where employees are encouraged to contribute with new ideas. Indicator Z3 shows that the majority of respondents view mistakes as meaningful lessons, with a mean score of 4.25. This indicates that respondents have a positive attitude

towards learning from mistakes, which is an important component of creativity. Overall, the Employee Creativity variable (Z) received an average score of 4.33. This shows that the level of employee creativity in this place is rated high by respondents. The majority of respondents feel that they are able to demonstrate creativity when given the opportunity, propose new ways to achieve goals, and view mistakes as meaningful lessons. A work environment that supports and encourages employee creativity will improve the overall innovative capabilities of the organization.

d. Organizational Innovation (Y)

The frequency of respondents' answers related to indicator Y, namely the indicators that make up the organizational innovation variable. This table contains information about the frequency of respondents' answers for each indicator, categorized based on the answer scale Strongly Agree (SS), Agree (S), Moderately Agree (CS), Disagree (TS), and Strongly Disagree (STS).

Respondents' answers to the indicators used to measure the Organizational Innovation variable (Y). Indicator Y1 shows that the majority of respondents agree and strongly agree that quality is a form of implementing administrative efficiency, with an average value of 4.23. This reflects the organization's efforts to improve efficiency through administrative quality. Indicator Y2 with an average of 4.10 shows that the majority of respondents agree that the use of technology continues to be developed according to needs. This reflects the organization's commitment to technological development to meet operational needs. Indicator Y3 shows that the majority of respondents moderately agreed and agreed that providing feedback to stakeholders has more value than similar organizations, with an average value of 3.87. This indicates that there is room for improvement in terms of providing more valuable feedback.

Indicator Y4 shows that the majority of respondents agree and strongly agree that they can take advantage of all communication channels for task implementation and completion, with an average value of 4.35. This reflects the effectiveness of communication in the organization. Indicator Y5 shows that the majority of respondents agree and strongly agree that they do things that are new and different from before, with an average score of 4.17. This indicates innovation in the way work and approaches are carried out. This indicates innovation in the way work and approaches are carried out. Indicator Y6 shows that the majority of respondents agree and strongly agree that the organization increases the percentage of revenue generated from new products or services, with an average value of 4.14. This shows the organization's efforts in creating revenue sources. This shows the organization's efforts in creating new sources of income through product or service innovation.

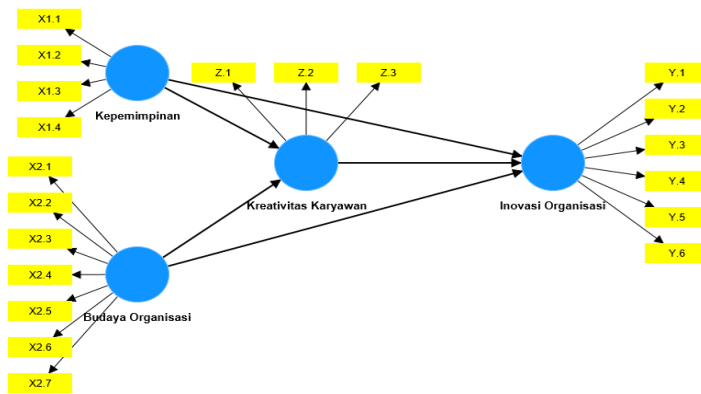
Overall, the Organizational Innovation variable (Y) gets an average value of 4.13. This shows that the level of innovation in the organization is considered quite high by respondents. The majority of respondents feel that their organizations implement administrative efficiency, continue to develop technology as needed, provide valuable feedback, utilize communication channels effectively, do new and different things, and increase revenue

through new products or services. An innovative organizational environment contributes to the overall success and competitiveness of the organization.

Data Analysis

1) *Testing the Structural Model (Outer Model)*

The data processing process in this study uses the Partial Least Square (PLS) method. PLS is an alternative method of analysis with variance-based Structural Equation Modeling (SEM). The advantage of this method is that it does not require assumptions and can be estimated with a relatively small sample size of 30 to 100. As in this study, the number of samples was 128 samples. The tool used is the SmartPLS version 4 program which is specifically designed to estimate structural equations on a variance basis. The following is a picture of the structural model in this study:



Description: *Kepemimpinan* (Leadership), *Kreativitas Karyawan* (Employee Creativity), *Budaya Organisasi* (Organizational Culture), *Inovasi Organisasi* (Organizational Innovation)

Figure 1. Results of Factor Loading Iteration 1

Source: Data processed, 2024

The picture above shows that:

- X1 Leadership variable measured (four) 4 statement indicators.
- X2 Organizational Culture measured (seven) 7 statement indicators.
- Variable Z Employee Creativity is measured by (three) 3 statement indicators.
- Variable Y Organizational Innovation is measured by (six) 6 statement indicators.

2) *Validity Test*

A questionnaire can be said to fulfill discriminant validity if the crossloading value of the indicator to the measured construct is greater than the loading to other constructs. Outer Loading value is the loading factor value on the latent variable with its indicators. Expected value > 0.7.

Tabel. 2 Outer Loading

Variabel	Outer loadings	Variabel	Outer loadings
X1.1 <- Leadership	0.795	Y.1 <- Organizational Innovation	0.996
X1.2 <- Leadership	0.746	Y.2 <- Organizational Innovation	0.987

X1.3 <- Leadership	0.819	Y.3 <- Organizational Innovation	0.978
X1.4 <- Leadership	0.767	Y.4 <- Organizational Innovation	0.986
X2.1 <- Organizational Culture	0.808	Y.5 <- Organizational Innovation	0.996
X2.2 <- Organizational Culture	0.796	Y.6 <- Organizational Innovation	0.986
X2.3 <- Organizational Culture	0.859	Z.1 <- Employee Creativity	0.857
X2.4 <- Organizational Culture	0.896	Z.2 <- Employee Creativity	0.852
X2.5 <- Organizational Culture	0.793	Z.3 <- Employee Creativity	0.857
X2.6 <- Organizational Culture	0.754		
X2.7 <- Organizational Culture	0.896		

Source : Data Proecessed, 2024

In the table above, the standard measurement value of each item that measures the variable has a Loading Factor (LF) > 0.70. of the 20 statement variables are declared valid because they have a loading factor value of the indicator to the construct being measured greater than the standard loading factor.

Tabel. 3 Cross Loading

Variable	Organizational Culture	Organizational Innovation	Leadership	Employee Creativity
X1.1	0.406	0.269	0.795	0.287
X1.2	0.236	0.218	0.746	0.220
X1.3	0.361	0.298	0.819	0.296
X1.4	0.402	0.198	0.767	0.368
X2.1	0.808	0.383	0.335	0.637
X2.2	0.796	0.414	0.317	0.560
X2.3	0.859	0.374	0.382	0.741
X2.4	0.896	0.476	0.412	0.565
X2.5	0.793	0.626	0.432	0.486
X2.6	0.754	0.358	0.360	0.694
X2.7	0.896	0.480	0.408	0.565
Y.1	0.528	0.996	0.302	0.342
Y.2	0.552	0.987	0.320	0.343
Y.3	0.545	0.978	0.327	0.339
Y.4	0.519	0.986	0.302	0.347
Y.5	0.519	0.996	0.310	0.331
Y.6	0.509	0.986	0.310	0.335
Z.1	0.450	0.278	0.283	0.857
Z.2	0.496	0.240	0.312	0.852
Z.3	0.821	0.338	0.358	0.857

Source : Data Processed, 2024

Cross loading is an evaluation of discriminant validity at the measurement item level. The table above shows that 20 (twenty) variable statement indicators have a higher correlation with related variables than with other variables.

Tabel. 4 Fornell - Larcker

Variable	Organizational Culture	Organizational Innovation	Leadership	Employee Creativity
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Organizational Culture	0.830			
Organizational Innovation	0.535	0.988		
Leadership	0.457	0.316	0.782	
Employee Creativity	0.735	0.344	0.380	0.856

Source : Data Processed, 2024

In the table above, the standard AVE Root must be greater than the correlation with other variables, then discriminant validity for the variable is said to be fulfilled. In all the variables above, it shows that the AVE Root is greater than the correlation with other variables, so discriminaty validity for Transformational Leadership, Organizational Culture, Employee Creativity, and Organizational Innovation.

3) Reliability Test Data correlation contrast

In this study, the results of model measurement were also carried out to test the reliability of a construct. The reliability test is carried out to prove the accuracy, consistency and accuracy of the instrument in measuring the construct. In PLS-SEM using the SmartPLS 4.0 program, to measure the reliability of a construct with reflexive indicators can be done in two ways, namely with Cronbach's Alpha and Composite Reliability. The construct is declared reliable if the composite reliability and Cronbach alpha values are above 0.70 (Ghozali & Latan, In Puspitandari & Septiani, 2017) Table 5 below:

Table. 5 Construct Reliability and Validity

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Organizational Culture	0.924	0.925	0.939	0.690
Organizational Innovation	0.995	0.996	0.996	0.976
Leadership	0.789	0.796	0.863	0.612
Employee Creativity	0.828	0.889	0.891	0.732

Source: Data Processed, 2024

Table 5. shows that the Composite Reliability value for each of the four variable constructs is greater than 0.70 than the correlation value so that the constructs in this research model can still be said to have good discriminant reliability. And the AVE (Average Variance Extracted) value is greater than 0.5 so that the constructs in this research model are reliable.

4) Structural Model Testing (Inner Model)

Structural model testing is carried out to see the relationship between variables, significance values, and R-square of the research model. The structural model is evaluated using the Inner VIF table as follows:

Table.6 Inner Model List

Variable	VIF
Organizational Culture -> Organizational Innovation	2.367

Organizational Innovation -> Employee Creativity	1.264
Leadership -> Organizational Innovation	1.271
Leadership -> Employee Creativity	1.264
Employee Creativity -> Organizational Innovation	2.188

Source: Data Processed, 2024

The VIF (Variance Inflated Factor) table explains that all dependent variables have a value of less than 5, so there is no multicollinearity between variables that affect company performance and company value.

5) *Hypothesis Model Analysis*

Model assessment with PLS starts by looking at the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect.

Table. 7 R-Square

Variable	R-square	R-square adjusted
Organizational Innovation	0.299	0.283
Employee Creativity	0.543	0.536

Based on the table above, it shows that:

- The R-square value for the Organizational Innovation variable is 0.299. This means that Organizational Innovation is explained by the Transformational Leadership (X1), and Organizational Culture (X2) variables by 29.9%, while 70.1% is explained by other variables outside this study.
- The R-square value for the Employee Creativity variable is 0.543. This means that Employee Creativity is explained by Transformational Leadership (X1), and Organizational Culture (X2) by 54.3%, while 45.7% is explained by other variables outside this study.

6) *Hypothesis Test*

a. *Direct Effect Test*

Hypothesis testing is carried out based on the results of testing the Inner Model (structural model) which includes the r-square output, parameter coefficients and t-statistics. To see whether a hypothesis can be accepted or rejected, among others, by paying attention to the significance value between constructs, t-statistics, and p-values. Hypothesis testing in this study was carried out with the help of SmartPLS (Partial Least Square) 4.0 software. These values can be seen from the bootstrapping results. The rules of thumb used in this study are t-statistics > 1.96 with a significance level p-value of 0.05 (5%) and a positive beta coefficient. The value of testing the hypothesis of this study can be shown in the table below:

Table. 8 Direct Effect Test

Direct Influence	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Assessment
Leadership -> Organizational Innovation	0.096	0.082	1.172	0.241	Not Significant

Organizational Culture -> Organizational Innovation	0.578	0.123	4.699	0.000	Significant
Leadership-> Employee Creativity	0.055	0.070	0.788	0.431	Not Significant
Organizational Culture -> Employee Creativity	0.710	0.047	15.043	0.000	Significant
Employee Creativity -> Organizational Innovation	-0.118	0.122	0.964	0.335	Not Significant

Source: Data Processed, 2024

The first hypothesis tests Transformational Leadership which has a positive and significant effect on Employee Creativity. The test results that have been carried out where the beta coefficient value of Transformational Leadership on Employee Creativity is 0.055 and the t-statistic is 0.788. Based on these results, it can be said that the t-statistic has no significance, which is caused by < 1.96 with a p value of $0.431 > 0.05$. Therefore, it can be concluded that Transformational Leadership positively does not have a significant effect on Employee Creativity.

Furthermore, testing the second hypothesis regarding Organisational Culture which positively and significantly has an influence on Employee Creativity. Then the test results conducted have shown that the beta coefficient value of Organisational Culture on Employee Creativity is 0.710 and t count is 15.043. Based on these results it can be said that t count is significant, because > 1.96 and the p value is $0.000 < 0.05$. So it can be concluded that Organisational Culture has a significant positive effect on Employee Creativity or in other words the second hypothesis can be accepted.

Testing the third hypothesis regarding Transformational Leadership which has a positive and significant influence on Organisational Innovation. Based on the tests that have been carried out, it shows that the beta coefficient value of Transformational Leadership on Organisational Innovation is 0.096 and the t-statistic is 1.172. Departing from these results, it can be said that the t-statistic is not significant, because < 1.96 with a p value of $0.241 > 0.05$. Therefore, it can be concluded that Transformational Leadership positively does not have a significant influence on Organisational Innovation or this third hypothesis is rejected.

For testing the fourth hypothesis, regarding Organisational Culture that has a positive and significant effect on Organisational Innovation. Based on the test results conducted, it is revealed that the beta coefficient value of Organisational Culture on Organisational Innovation is 0.578 and the t-statistic is 4.699. Departing from these results, it can be said that the t-statistic is significant because it is > 1.96 and the p value is $0.000 < 0.05$. So it can be concluded that Organisational Culture has a significant positive effect on Organisational Innovation.

The fifth hypothesis tests Employee Creativity positively and significantly affects Organizational Innovation. The test results show the beta coefficient value of Employee Creativity on Organizational Innovation is -0.118 and the t-statistic is 0.964. From these results, it is stated that the t-statistic is not significant because it is < 1.96 and the p value is $0.335 > 0.05$ so it can be

concluded that Employee Creativity positively does not have a significant effect on Organizational Innovation or the fifth hypothesis is rejected.

b. Indirect Influence

Table. 9 Indirect Influence

<i>Indirect Influence</i>	<i>Original sample (O)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>	<i>Assessment</i>
Leadership -> Employee Creativity -> Organizational Innovation	-0.007	0.016	0.417	0.676	Not Significant
Organizational Culture -> Employee Creativity -> Organizational Innovation	-0.084	0.087	0.962	0.336	Not Significant

Source: Data Processed, 2024

The sixth intervening hypothesis tests transformational leadership positively affects organizational innovation with employee creativity as an intervening variable. The test results show the beta coefficient value of transformational leadership on organizational innovation if intervening employee creativity is -0.007 and the t-statistic is 0.417. From these results, it is stated that the t-statistic is not significant because it is < 1.96 with a p value of $0.676 > 0.05$ so it can be concluded that transformational leadership intervening employee creativity positively has no significant effect on organizational innovation or the sixth intervening hypothesis is rejected.

The seventh intervening hypothesis tests organizational culture positively affects organizational innovation with employee creativity as an intervening variable. The test results show the beta coefficient value of organizational culture on organizational innovation if intervening employee creativity is -0.084 and the t-statistic is 0.962. From these results it is stated that the t-statistic is not significant because it is < 1.96 with a p value of $0.336 > 0.05$ so it can be concluded that organizational culture intervening employee creativity positively has no significant effect on organizational innovation or the seventh intervening hypothesis is rejected.

DISCUSSION

The Effect of Transformational Leadership on Employee Creativity

Based on the results of research on transformational leadership on employee creativity in the West Papua High Court Jurisdiction, it shows that partially transformational leadership has no effect on employee creativity. This means that transformational leadership is unable to have a direct influence on employee creativity in carrying out work. Transformational leadership (TL) was proposed by Burns (1978), then expanded this concept and explained that transformational leadership motivates employees to work with full devotion and achieve organizational goals. Transformational leadership is generally considered to have a positive impact on employee creativity.

The results of this study are in line with Sofyan and Rianti (2023) who state that management characteristics and transformational leadership are identified as factors that can affect the level of employee creativity. Research

consistently shows that transformational leadership has a positive impact on employee creativity. Collectively show that transformational leadership plays an important role in fostering employee creativity.

The Effect of Organizational Culture on Employee Creativity

Based on the results of research on Organizational Culture on employee creativity in the West Papua High Court Jurisdiction, it shows that partially organizational culture has an effect on employee creativity, which means that the organizational culture implemented in the agency has an impact on increasing employee creativity. This research illustrates that the organizational culture applied to the agency where researching considers norms, values, assumptions, beliefs, philosophies, organizational habits developed over a long time by the founders, leaders, and members of the organization which are socialized and taught to new members and applied in organizational activities to increase creativity in running the production of products and services, serving consumers, and achieving organizational goals.

The results of this study provide a strong understanding of the important role of organizational culture in shaping a work environment that supports creativity and innovation. This suggests that good management of organizational culture can be an effective strategy for agencies, including the West Papua High Court Jurisdiction, to improve overall employee creativity and performance. This research is consistent with research conducted by Muis et al. (2018), which states that partially, there is a positive and significant effect of organizational culture variables on employee performance variables. In line with the results of research by Primasheila et al. (2017) which states that organizational culture variables have a positive effect on job satisfaction.

The Effect of Transformational Leadership on Organizational Innovation

Based on the results of research on Transformational Leadership on Organizational Innovation in the West Papua High Court Jurisdiction, it shows that partially transformational leadership has no effect on organizational innovation, which means that transformational leadership applied in the West Papua High Court Jurisdiction does not have an impact on increasing organizational innovation.

This research is consistent with the results of research conducted by Miao et al., (2012), Noor & Dzulkifli, (2013), and Wardhani & Gulo, (2017) which state that transformational leadership has no effect on organizational innovation or innovative work behavior. This research is not in accordance with the results of research conducted by Asbari et al., (2019) which shows that transformational leadership has a positive and significant effect on organizational innovation on innovative work behavior.

The Effect of Organizational Culture on Organizational Innovation

Organizational Culture on Organizational Innovation in the West Papua High Court Jurisdiction shows that partially organizational culture affects organizational innovation, which means that the existence of organizational

culture in the West Papua High Court Jurisdiction will have an impact on increasing organizational innovation. In this study, organizational cultures that support innovation tend to create an environment where employees feel comfortable sharing ideas, taking risks, and trying new approaches. A culture that is open, inclusive, and accepts mistakes as part of the learning process allows employees to feel more emboldened in creating innovative solutions.

Organizational culture significantly affects innovation performance, with psychological safety and collectivism having a positive effect, and power distance having a negative effect (Zhou et al., 2023). This impact is further strengthened by technological change and age diversity, which positively moderate the relationship between organizational culture and innovation (Veronica, 2020).

Effect of Employee Creativity on Organizational Innovation

Based on the results of research on Employee Creativity on Organizational Innovation in the West Papua High Court Jurisdiction, it shows that partially employee creativity has no effect on organizational innovation, which means that the level of employee creativity in the West Papua High Court Jurisdiction does not have an impact on increasing organizational innovation. The results of this study are consistent with the research of Wahyuni, (2022), which shows that creativity has no significant effect on employee innovation and Aziz et al. (2020), proving that creativity partially has a negative and insignificant effect on sustainable innovation.

Effect of Transformational Leadership on Organizational Innovation through Employee Creativity as an intervening variable

Based on the results of research on transformational leadership on Organizational Innovation through employee creativity in the West Papua High Court Jurisdiction, it shows that partially transformational leadership intervening employee creativity has no effect on organizational innovation, which means that transformational leadership in the West Papua High Court Jurisdiction indirectly does not provide changes to increase organizational innovation through employee creativity.

Effect of Organizational Culture on Organizational Innovation through Employee Creativity as an intervening variable

Organizational culture on organizational innovation through employee creativity in the West Papua High Court Jurisdiction shows that partially organizational culture intervening employee creativity has no effect on organizational innovation, which means that organizational culture in the West Papua High Court Jurisdiction indirectly does not provide changes to increase organizational innovation through employee creativity.

CONCLUSIONS AND RECOMMENDATIONS

The results showed that partially, transformational leadership has no effect on employee creativity in the West Papua High Court Jurisdiction. This means that the implementation of transformational leadership in the region does

not provide significant changes to the level of employee creativity. In other words, although leaders may implement a leadership style that focuses on transformation and motivation, this is not enough to increase creativity among employees in this context. The findings confirm that organizational culture partially has a positive effect on employee creativity. This means that the organizational culture implemented in the agency has an impact on increasing employee creativity in the area. This means that the organizational culture implemented in the agency has an impact on increasing employee creativity in the region. In other words, elements such as values, norms, and practices that make up organizational culture are able to encourage employees to think more creatively and innovatively.

Based on the research results, transformational leadership partially has no effect on organizational innovation in the West Papua High Court Jurisdiction. In other words, although leaders may try to inspire and motivate employees to achieve change and development, this is not enough to increase the level of innovation in the organization. The implications of the research show that partially, organizational culture affects organizational innovation in the region. This indicates that the existence of organizational culture in the West Papua High Court Jurisdiction will have an impact on increasing organizational innovation. Based on the research findings, employee creativity partially has no effect on organizational innovation. This indicates that the level of employee creativity in the West Papua High Court Jurisdiction does not have a significant impact or is not enough to encourage innovative changes or developments in the organization.

The findings show that partially, transformational leadership intervened by employee creativity has no effect on organizational innovation. This means that transformational leadership in the West Papua High Court Jurisdiction indirectly does not provide changes to increase organizational innovation through employee creativity. The results showed that partially, organizational culture intervened by employee creativity has no effect on organizational innovation. This indicates that organizational culture in the West Papua High Court Jurisdiction indirectly does not provide changes to increase organizational innovation through employee creativity. In other words, although organizational culture encourages creativity, it is not enough to improve the organization's ability to generate and implement innovative ideas through employee creativity.

FURTHER STUDY

It is hoped that in the future there will be similar studies with the same locus and problems. However, by utilizing a different approach. In order to be a comparison with the results of the research that has been done.

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