

The Effect Of Creative Leadership And Knowledge Sharing On Employee Performance

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ABSTRACT- This study aimed to analyze the influence of creative leadership and knowledge sharing on employee performance. The samples of this study were 73 employees at Badan Perencanaan Pembangunan Daerah (Bappeda) of Lahat Regency. carried out in a census. This study used indicators to measure each construct and the measurement model was structural, so the analysis of this study used the Partial Least Square (PLS) method. The result of the study showed that Creative Leadership and Knowledge Sharing had a positive and significant influence on Employee Performance in Bappeda of Lahat Regency and Creative Leadership had a greater influence than Knowledge Sharing on Employee Performance.

Index Terms- Creative Leadership, Knowledge Sharing, Performance

I. INTRODUCTION

Human resource management generally aims to obtain the highest level of employee development, to study the relationship and the role of humans in the organization. Emotion and strong identification of employees to the superiors can be done by instilling pride, respect and trust in leaders, (Hadiwijaya, 2015). Each leader can have a different leadership style from one another, and a leadership style does not have to be better or worse than the other leadership styles. Leadership style is a behavior pattern which is designed to integrate the organizational goals with the individual goals to achieve a certain goal, (Hadiwijaya, 2015; Heidjrachman and Husnan, 2002). Today the company is a structure which consists of interdependent units, therefore it requires a creative leader.

Creative leader is a leader who can give new ideas from all owned sources and able to analyze the problem well so that the organization will run well and smoothly. According to (Agboola, Alex & Tsai, 2012), Creative Leader is a leader who has the ability to think and act out of the box, autonomy, share new skills to solve problems, reconstruct new ideas into innovation. Creative is one of the important aspects which must be owned by a leader, because it becomes a tool so that the leader is able to formulate good organizational goals. Creative leadership does not only lead the leader to the success of leading the organization, but it can also make everyone achieve success.

Knowledge sharing can also open the opportunity to explore and obtain or create new knowledge. The knowledge sharing approach from the innovation perspective or the exploratory knowledge sharing is expected to become a trend of

knowledge sharing in the future. The knowledge sharing model will lead to the knowledge exchange between individuals through the formation of a knowledge network, the knowledge network function is to ensure the flow of knowledge (Memah et al., 2017). The knowledge sharing will lead to the maximum exploitation of knowledge. In addition. The knowledge sharing can also open the opportunity to explore knowledge in order to obtain or create new knowledge. Benefits of knowledge sharing are: (1) Creating equal opportunities for organizational members to access the knowledge and learn about it (2) Increasing learning opportunities or reduce the time needed to acquire and learn new knowledge (3) Speeding up the completion of a task or problem, because the settlement is no longer starting from the zero point (4) Resolving a problem by utilizing a method that has proven effective in the unit or elsewhere (5) Providing basic materials for innovation in the form of varied and multiperspective knowledge, (Memah et al., 2017; Tobing, 2011).

Performance is the result of work in quality and quantity which is achieved by an employee in carrying out his duties, in accordance with the responsibilities given to him, Mangkunegara (Hadiwijaya, 2017a; Hadiwijaya and Hanafi, 2016). Performance is basically "what is done or not done by the employees". Performance is the result or the level of a person's overall success rate over a certain period of time in carrying out tasks compared to various possibilities, such as the standard of work result, the target or criteria that have been determined in advance and agreed upon, (Hanafi and Hadiwijaya, 2017; Mathis and Jackson, 2006). Performance is the result of a process which is measured during a certain period of time based on a predetermined provision or agreement (Edison and Komariyah, 2016). Performance is the work result of an employee in carrying out the tasks which have been given by the organization to him.

This study aims to determine and analyze the influence of creative leadership and knowledge sharing on employee performance.

II. LITERATURE RIVIEW

2.1. Creative Leadership

Creative leader is a leader who has the ability to think and act out of the box, autonomy, share new skills to solve problems, reconstruct new ideas into innovations, (Agboola, Alex & Tsai, 2012). Effective leader has three characteristic aspects, namely: (1) ability, (2) personality, and (3) motivation,

(Gibson et al., 2009). (Hoy and Mskel, 2005) state that the research on traits often includes physical characteristics such as a leader must be large and high, and a number of personality factors, needs, values, energy and level of activities, tasks and interpersonal competencies, intelligence, and charisma. The characteristics of the most popular and the most up-to-date leader are: honest, foresight, competent, inspiring, intelligent, fair, insightful, encouraging, easy to understand, master, cooperative, decisive, imaginative, ambitious, courageous, caring, mature, loyal, self-control, and free, (Yaverbaum and Sherman, 2008). Leader behavior includes the implementation of planning, clarification of roles or objectives, monitoring performance, giving rewards, giving sanctions, supporting, admission, training, being role models, building teams, developing visions, the importance of change, and participating, (Yukl, 2010).

2.2. Knowledge sharing

Knowledge sharing is a basic facilities, employees can exchange knowledge and contribute to the application of knowledge, innovation, and ultimately to the competitive advantage of the organization (Wang and Noe, 2010). The effort of knowledge sharing is a central process of Knowledge management (KM), can improve the performance of innovation and reduce the excessive cost of learning (Calantonea et al., 2002; Matzler and Mueller, 2011). Knowledge sharing capability can be categorized into three dimensions: the willingness to share knowledge, the ability to learn, and the ability to transfer knowledge (Mathuramaytha, 2012). In the operational phase, organization needs to stimulate and enhance the knowledge capital and provide their workers with adequate facilities to communicate and share information, (Nonaka and Takeuchi, 1995). Knowledge sharing becomes two dimensions, namely 1). Knowledge donating is the process of contributing knowledge by leaders, employees, and others. The knowledge donating indicator is a process when leaders share their new knowledge to employees, as well as among fellow employees, willing to share knowledge and experience with other people outside the company. 2). collecting knowledge indicators that inform employees when asked, seeking help when they can not solve the problem, and actively collecting knowledge, by (Hooff and Weenen, 2004). The climate of openness and trust among members of the organization are the basic conditions of the tacit knowledge formation, which is divided and used in the process of innovation, (Alwis and Hartman, 2008).

2.3. Performance

Performance is basically "what is done or not done by employees". Performance is the result or the level of overall success of a person over a certain period in carrying out tasks compared to various possibilities, such as the standard of work result, the target or criteria that have been determined in advance and agreed upon, (Hanafi and Hadiwijaya, 2017; Mathis and

Jackson, 2006). Performance is the result of work achieved by someone in carrying out the tasks assigned to him based on skills, experience, sincerity and time, (Hadiwijaya, 2017b; Hasibuan, 2006). Performance can be assessed or measured by several indicators, namely: 1). Effectiveness, that is if group goals can be achieved with the planned needs. 2). Responsibility, is an inseparable part or as a result of ownership of authority. 3). Discipline, that is obeying the laws and rules that apply. Employee discipline is the obedience of employee concerned in respecting the employment agreement with the company where he works. 4). Initiative, related to thinking power, creativity in the form of an idea related to company goals. The nature of initiative should get the attention or response from the company and good boss. In other words, employee initiative is a driving force of progress that will ultimately affect the employee performance (Hadiwijaya, 2016; Prawirosentono, 2008).

III. RESEARCH METHODS

The samples of this study were 73 employees at Badan Perencanaan Pembangunan Daerah (Bappeda) in Lahat Regency carried out by census. This study uses indicators to measure each construct and also structural measurement model, so the that the analysis of this study uses the Partial Least Square (PLS) method.

IV. RESULT AND DISCUSSION

Respondents in this study were 73 employees of Badan Perencanaan Pembangunan Daerah (Bappeda) of Lahat Regency. From the distribution of the questionnaires conducted, there were 4 questionnaires which were not returned so that the questionnaires that could be processed were 69 samples.

4.1. Confirmatory Factor Analysis

Confirmatory factor analysis is designed to test the unidimensionality of a theoretical construct, or often called testing the validity and reliability of a theoretical construct. dimension validity test of the construct in this study is done by looking at the standard factor loading value of each indicator in the overall model (full model). Indicators are declared valid if the standard factor loading value is greater than 0.5. Reliability testing is done by looking at the value of Composite Reliability in the full model. Indicators are declared good if they have a value > 0.6.

4.1.1. Confirmatory Factor Analysis of Exogenous Constructs

The measurement model to test the validity and reliability of the indicators forming latent constructs is done by confirmatory factor analysis (CFA). In Model_1 CFA Exogenous Constructs

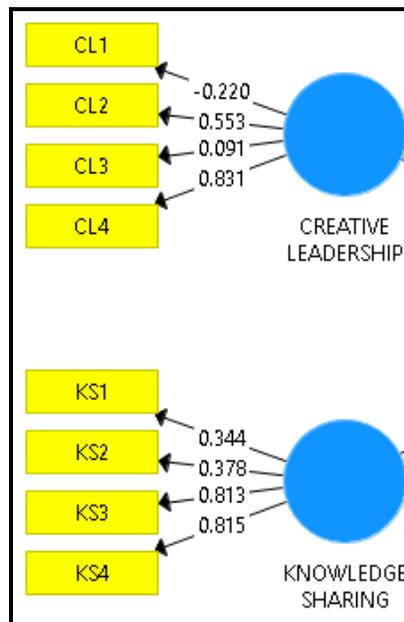


Figure 1. Model_1 CFA Exogenous Constructs

Based on Figure 1. Exogenous constructs still have a loading factor value of less than 0.5, in Creative Leadership variables namely CL1 and CL3, in Knowledge Sharing

variables, namely KS1 and KS2, this dimension is not valid and must be removed so that Model_2 CFA is obtained

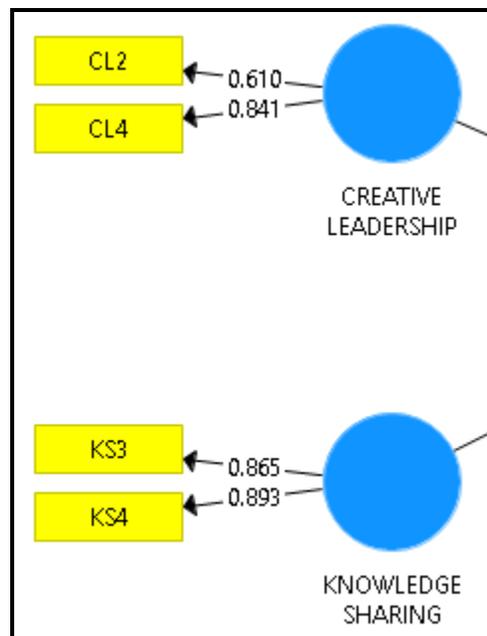


Figure 2. Model_2 CFA Exogenous Construct

In Figure 2. Model_2 CFA Exogenous constructs, all dimensions in the e loading exogenous variable, Creative Leadership variables and Knowledge Sharing variables have

shown to be valid. The calculation results of reliability with Composite Reliability from variables as in Table 1.

Table 1. Loading Factor Values and Exogenous Composite Reliability

| Variable | Construct | Loading factor (> 0,5) | Composite Reliability (> 0,7) | Description |
|--------------------------|-----------|------------------------|-------------------------------|------------------|
| Creative Leadership (CL) | CL2 | 0,610 | 0,796 | Valid & Reliable |
| | CL4 | 0,841 | | Valid & Reliable |
| Knowledge Sharing (KS) | KS3 | 0,865 | 0,872 | Valid & Reliable |
| | KS4 | 0,893 | | Valid & Reliable |

Source: Primary Data Processed, 2018

4.1.2. Confirmatory Factor Analysis (CFA) Endogenous Constructs

The measurement model to test the validity and reliability of the indicators forming latent constructs is done by confirmatory factor analysis (CFA).

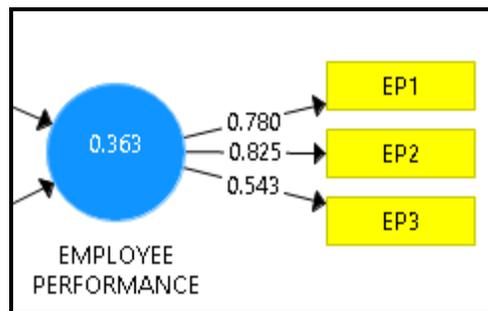


Figure 3. Model_1 CFA Endogenous Constructs

In Figure 3. Model_1 CFA Endogenous construct does not have a loading factor value of less than 0.5 in the Employee Performance variable, it means that the dimension is valid.

The calculation results of reliability with the Composite Reliability exogenous variables as in Table 2.

Table 2. Loading Factor Values and Composite Reliability Endogenous Constructs

| Variable | Construct | Loading factor (> 0,5) | Composite Reliability (> 0,7) | Description |
|---------------------------|-----------|------------------------|-------------------------------|------------------|
| Employee Performance (EP) | EP1 | 0,779 | 0,765 | Valid & Reliable |
| | EP2 | 0,815 | | Valid & Reliable |
| | EP3 | 0,564 | | Valid & Reliable |

Source: Primary Data Processed, 2018

Based on Table 2. It shows that all indicators in the Endogenous variable have shown valid. The calculation result of reliability with the Composite Reliability endogenous variable also shows that the Employee Performance (EP) variable in the full model has good reliability so that it can be analyzed further.

4.1.3. Compatibility Test of the Goodness of Fit Index

To validate the model as a whole, the goodness of fit (GoF) is used. The GoF index value is obtained from the average communalities index multiplied by the R² model.

$$GoF = \sqrt{Com \times \bar{R}^2}$$

$$GoF = \sqrt{0,867 \times 0,753}$$

$$GoF = 0,808$$

The result of the calculation shows good value in the goodness of fit (GoF) which is equal to 0.808.

4.2. Analysis of Partial Least Square (PLS)

The next analysis is Partial Least Square (PLS) analysis as full model (without involving invalid indicators). The following in Figure 4.1 is the results of PLS.

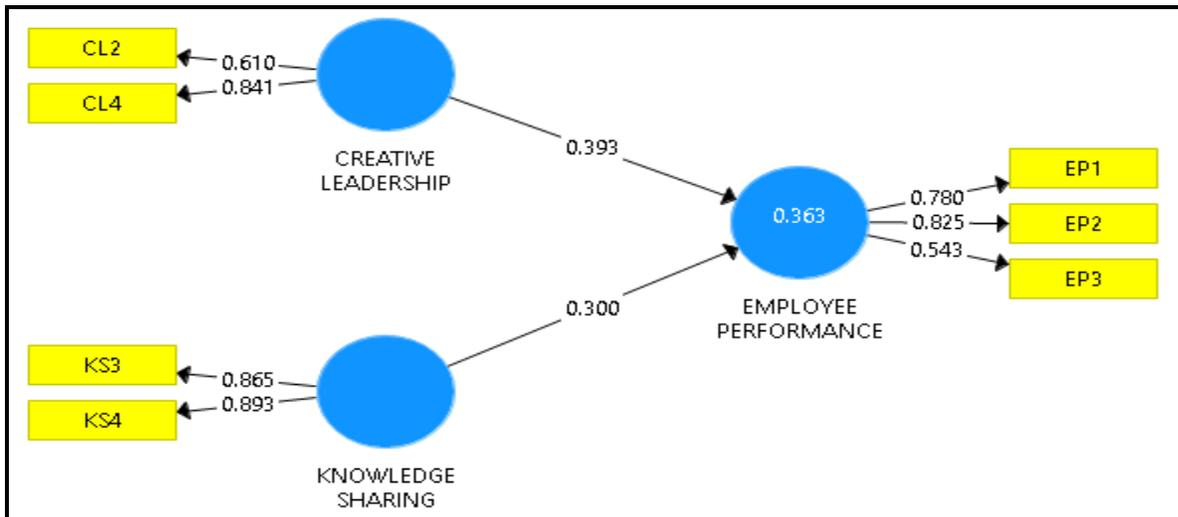


Figure 4. Path coefficient

Based on Figure 4, the structural equation is obtained as follows:

$$EP = 0,393*CL + 0,300*KS$$

Based on the structural model, it can be explained that Employee Performance (EP) is directly influenced by Creative Leadership (CL) and Knowledge Sharing (KS). It shows that Creative Leadership (CL) has a positive effect on Employee

Performance (EP) of 0.393 and Knowledge Sharing (KS) has a positive effect of 0.300 on Employee Performance (EP) in Bappeda of Lahat Regency.

4.3. Hypothesis testing

This analysis is used to test the research hypothesis that has been determined by PLS Analysis based on the t-value shown in Figure 5:

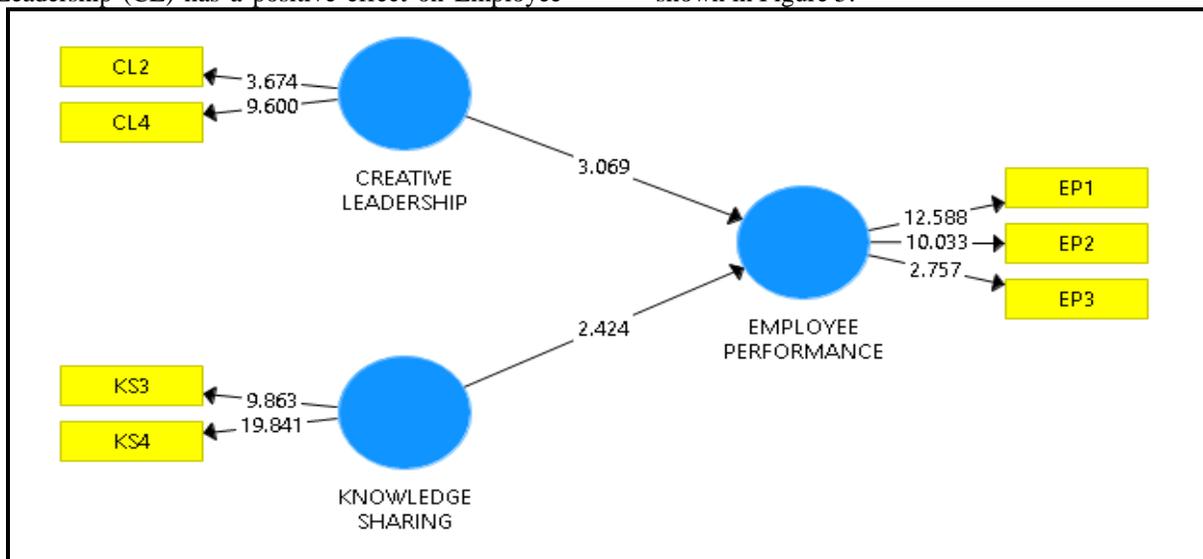


Figure 5. T-test on Employee Performance

Based on Figure 5. It can be seen that the effect of Creative Leadership (CL) on Employee Performance (EP) is 3.069. While the effect of Knowledge Sharing (KS) on

Employee Performance (EP) is 2,424. The level of confidence used is 95%, so that the level of precision or the limit of inaccuracy is $(\alpha) = 5\% = 0.05$ and the t-table value is 1.96.

Table 3. Coefficient and t-count value at level 5%

| Variable | Coefficient | t- count (>1,96) | P Values | Description |
|----------|-------------|------------------|----------|-------------|
|----------|-------------|------------------|----------|-------------|

| | | | | |
|---|-------|-------|-------|-------------|
| Creative Leadership -> Employee Performance | 0,393 | 3,069 | 0,002 | Significant |
| Knowledge Sharing -> Employee Performance | 0,300 | 2,424 | 0,016 | Significant |

Source: Research Data Results (2018)

Based on Table 3, the Effect of Creative Leadership (CL) on Employee Performance (EP) is $3.069 < 1.96$ and P-value $0.002 < 0.05$. It shows that Creative Leadership (CL) has a positive and significant influence on Employee Performance in Bappeda of Lahat Regency. The effect of Knowledge Sharing (KS) on Employee Performance (EP) is $2.424 > 1.96$ and P-value $0.016 < 0.05$. It shows that Knowledge Sharing (KS) has a positive and significant influence on Employee Performance in Bappeda of Lahat Regency.

4.4. Managerial Implications

From the results of this study, it is known that there are creative leadership variables and knowledge sharing on employee performance at Badan Perencanaan Pembangunan Daerah (Bappeda) in Lahat Regency. Thus the results of this study that creative leadership and knowledge sharing variables need to be considered by policy makers in Badan Perencanaan Pembangunan Daerah (Bappeda) of Lahat Regency. Because creative leadership is able to solve problems, reconstruct new ideas into innovation. Creative is one of the important aspects that must be owned by a leader, because it becomes a tool so that leaders are able to formulate good organizational goals. Knowledge sharing is as a facility for employees to be able to exchange knowledge and contribute to the knowledge, innovation, and ultimately improve the performance of employees at Badan Perencanaan Pembangunan Daerah (Bappeda) of Lahat Regency.

V. CONCLUSIONS

The conclusion which is obtained from this study is Creative Leadership (CL) and Knowledge Sharing (KS) have a positive and significant influence on Employee Performance in Bappeda of Lahat Regency. Creative Leadership (CL) has a greater influence than Knowledge Sharing (KS) on Employee Performance. Because Creative Leadership is a leader who can give new ideas from all sources owned and able to analyze problems that occur well so as to make the company run well and smoothly.

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