



The Influence of Transformational Leadership and Knowledge Management on Employee Creativity at PT Suri Tani Pemuka Lampung

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Abstract: Employee creativity plays a vital role in ensuring organizational success, particularly in the face of growing industrial competition. PT. Suri Tani Pemuka Lampung, operating in the aquaculture sector, must cultivate a workforce that is both creative and adaptable to change. However, enhancing employee creativity remains a challenge. This study investigates the influence of transformational leadership and knowledge management on employee creativity at PT. Suri Tani Pemuka Lampung. Using a quantitative approach, data were collected from 210 permanent employees across various divisions through a structured questionnaire. The data were analyzed using multiple linear regression with SPSS. The findings reveal that both transformational leadership and knowledge management have a positive and significant impact on employee creativity, with knowledge management showing a more dominant effect. The study implies that to boost employee creativity, organizations must strengthen their knowledge management systems—particularly in terms of documentation, training, and knowledge sharing. Furthermore, leaders should adopt an open, inclusive leadership style that nurtures creativity and supports employees in developing their innovative potential.

Keywords: Transformational Leadership; Knowledge Management; Employee Creativity

1. INTRODUCTION

Globalization has increased corporate competitiveness, making employee inventiveness crucial to maintaining a competitive edge. Innovative ideas boost product and service development and operational efficiency. Companies must innovate to be competitive in a changing business climate. Therefore, human resource management must discover and nurture employee creative characteristics. Technology has greatly decreased human work, yet a rising global population and finite natural resources complicate this trend. These difficulties need imaginative adaptation by people and organisations (Pratiwi et al., 2023).

This research is done at PT. Suri Tani Pemuka in South Lampung. The 1987-founded aquaculture enterprise is a subsidiary of Indonesia's largest animal protein supplier, PT. Japfa Comfeed Indonesia Tbk. PT. Suri Tani Pemuka runs feed mills, fish and shrimp hatcheries, grow-out facilities, seafood processing, and cold storage for local and international markets. To retain and enhance its position in global and local markets, the firm has significant obstacles in utilizing its people resources to generate unique ideas that set it apart from its rivals. Leadership style and knowledge management procedures may boost creativity, therefore this circumstance warrants investigation.

Staff inventiveness helps companies adjust to economic changes. It's becoming a key strategy for competitive advantage in saturated and dynamic marketplaces (Nuzul Hakim et al., 2024). The fast changing and competitive business environment requires strong leadership

techniques to boost organisational competitiveness (Shafi et al., 2020). Modern companies are realizing that their whole staff has creative potential and should be harnessed rather than just R&D. Creative thinking at all levels promotes innovation, involvement, and ongoing progress.

Leadership is crucial to employee performance and organisational success (Ashari et al., 2024). Transformational leadership inspires and guides people to prioritize team objectives above personal interests (Robbin, 2018, as referenced in Tiur et al., 2024). This leadership style inspires and empowers, moving from authoritarian to inclusive and imaginative models. In Gözükarar & Şimşek (2015), Avolio and Bass identified four characteristics of transformative leadership: idealized influence, inspiring motivation, intellectual stimulation, and personalized consideration (Ma et al., 2020). Wibawa (2024), Shafi et al. (2020), and Saif et al. (2024) found that transformative leadership boosts employee creativity and motivation.

Knowledge management also fosters employee inventiveness. Puryana & Andriana (2022) define knowledge management as a systematic strategy to managing intellectual assets and organizational information for competitive advantage. This method comprises recognizing, organizing, and using knowledge to solve business difficulties and create new solutions (Afacan Fındıklı et al., 2015). People, procedures, and technology make up effective knowledge management. According to Bhatt (quoted in Puryana & Andriana, 2022), knowledge management projects succeed when these factors work together. Knowledge exchange, continuing training, and safe experimental settings boost employee creativity (Prawira Negara et al., 2024).

Knowledge management also fosters creativity by providing staff with relevant information and insights to create new solutions. Collaboration and continual learning help workers to solve problems creatively (Aprilia & Sugiharti, 2024). Afacan Fındıklı et al. (2015) highlight that knowledge management fosters innovation and sets the stage for a resilient and adaptable corporate culture. Saleem & Adeel (2019) and Hadi & Marpaung (2023) found that knowledge management boosts employee creativity. Companies must emphasize systematic knowledge management and leadership development to innovate.

Transformational leadership is often linked to creativity, but new research reveal it may not be the best leadership style for innovation. In a recent meta-analysis, Lee et al. (2024) found that honest, empowering, and entrepreneurial leadership also boost organizational creativity. According to Gumusluoglu & Ilsev (2009), transformational leadership's efficacy depends on organizational environment, including employee autonomy and culture. To further understand how transformational leadership affects creativity in diverse organizational contexts, empirical studies like PT. Suri Tani Pemuka are needed.

This study helps PT. Suri Tani Pemuka restructure its organisation and advances leadership and human resource management ideas. This research examines how transformational leadership and knowledge management affect creativity, providing practical insights for business innovation initiatives. Due to its present transformation and relation to the variables under study, PT. Suri Tani Pemuka is a suitable research topic. This research should influence practical initiatives and decision-making to create a more innovative and competitive workforce. This study is titled “The Influence of Transformational Leadership and Knowledge Management on Employee Creativity at PT. Suri Tani Pemuka Lampung.”

2. LITERATURE REVIEW

Transformational Leadership

Transformational leaders develop trust, admiration, loyalty, and respect to encourage their subordinates to exceed expectations. It involves inspiring and motivating others to achieve common objectives (Saleem & Adeel, 2019). Leaders must adapt to be relevant and encourage innovation in increasingly complicated and dynamic situations (Sahadi et al., 2020). Transformational leaders are supervisors and role models who inspire their staff to dream big and embrace corporate ambitions (Yudawan & Baraba, 2023). Abid Malik & Azmat (2019) define leadership as inspiring people to attain shared objectives without compulsion. Leadership has a crucial role in a company's capacity to innovate and adapt to a changing business environment (Gözükara & Şimşek, 2015). Transformational leaders aggressively engage, trust, and empower workers to govern themselves and advance the organisation (Taufik et al., 2022). This study uses transformational leadership as a primary independent variable, using Bass and Avolio's theoretical framework (Gözükara & Şimşek, 2015), to analyze leadership's influence on employee creativity.

Bass and Avolio's transformative leadership paradigm has four components. First, Idealized Influence refers to leaders who provide ethical examples that followers copy. These leaders are trusted and respected by workers because they put the group before themselves. Second, a leader's ability to communicate a compelling vision and inspire hope, excitement, and teamwork is inspirational motivation. This component emphasizes corporate objectives and motivating people to work for a common destiny (Mahdinezhad et al., 2013). Third, Intellectual Stimulation challenges processes and encourages people to think creatively and try new things. Leaders encourage creativity rather than criticism. Finally, Individualized Consideration stresses individualized assistance, where leaders recognize each employee's unique potential and provide specialized learning and development opportunities.

Transformational leaders boost staff performance by accepting diversity and encouraging professional growth. This research will measure transformational leadership using these four factors to examine its impact on employee creativity at PT. Suri Tani Pemuka.

Knowledge Management

The information-driven economy has made knowledge management a critical organizational role. It involves managing people, technology, processes, and organizational structures to collect, share, and use information to drive innovation and retain competitive advantage (Dalkir, 2011). Information technology has accelerated knowledge management procedures, making it simpler for firms to record, disseminate, and use important knowledge assets (Abubakar et al., 2019). Nonaka and Takeuchi in Dalkir (2011) define knowledge management as a systematic process of producing, capturing, sharing, and utilizing knowledge to improve corporate innovation and competitiveness. Tacit knowledge is personal, experience-based, and hard to explain, whereas explicit information is recorded and easy to convey. Thus, sustainable competitive advantage depends on an organization's ability to gather, adapt, and react quickly to new information and opportunities (Davenport & Prusak in Dalkir, 2011). Knowledge management is used as an independent variable to study its impact on employee creativity at PT. Suri Tani Pemuka.

This research uses the SECI model of Nonaka & Takeuchi to assess knowledge management, which involves four connected processes: socialization, externalization, combination, and internalization (Ramírez et al., 2011). Socialization (tacit to tacit knowledge) uses direct experience sharing via conversations, cooperation, or collaborative problem-solving to transmit non-documented information inside teams. Externalization (tacit to explicit knowledge) uses narrative, conversation, or comparisons to capture personal ideas for a larger audience. Combination—integrating reports and databases into coherent systems that generate fresh insights and organizational learning—is explicit to explicit knowledge. Finally, internalization (explicit to tacit knowledge) occurs when people practice, simulate, or experience recorded information, turning it into personal competence. Four aspects work together to produce, enhance, and embed knowledge in organizational processes. This cycle maintains learning and innovation. This study will utilize indicators from this model to examine how knowledge management affects employee creativity, giving a complete framework to understand how knowledge contributes to individual and organizational progress.

Employee Creativity

In competitive organizations where innovation and adaptation drive success, employee creativity is crucial. It involves coming up with new, beneficial ideas for service delivery,

procedures, product creation, and problem-solving (Ngo et al., 2020). More than merely coming up with new ideas, creativity requires turning them into solutions that advance the company. Irawati and Nurfadilah (2021) say creativity helps people solve organizational problems, while Anggraeni & Muzdalifah (2023) say it encourages learning and discovery. According to Wardani & Dewi (2021), creative thinking encourages people to innovate and build strategic plans, which are essential to long-term corporate success. Creativity is increasingly valued for market leadership and workplace culture that promotes flexibility, experimentation, and resilience. Accordingly, Jiang et al. (2019) emphasize that creativity underpins organizational development, allowing the firm to adapt to changing demands and possibilities.

This research employs Ngo et al. (2020) indicators to correctly quantify employee creativity, which concentrate on four essential areas: fluency of thought, adaptability, elaboration, and originality. Fluency is the capacity to quickly develop various solutions to a problem, prioritizing number above quality. Flexibility, on the other hand, is being able to think outside the box and see problems from other aspects. Navigating complicated or unclear circumstances requires cognitive adaptation. The ability to elaborate on ideas makes them more polished, useful, or effective. It measures how successfully an employee can develop an implementation-ready idea. Finally, originality is creating distinctive, unexpected thoughts that show an individual's thinking approach. These four metrics provide a balanced perspective of workplace creativity. They are used to evaluate the dependent variable—employee creativity—in this study to determine how leadership and knowledge management techniques affect creative output at PT. Suri Tani Pemuka.

3. METHODOLOGY

Data Source

According to Sekaran and Bougie (2016), a quantitative research design is a systematic plan for collecting, measuring, and analyzing data to answer research questions. Quantitative research uses structured questions to collect numerical data for objective appraisal and statistical analysis. This study used questionnaires to collect data from chosen respondents. The sources include original and secondary data. Participants provided primary data using questionnaires, while secondary data were acquired from books, academic journals, and credible online sources to support and enhance the study results (Sekaran & Bougie, 2016). They give a good platform for studying how transformational leadership and knowledge management affect employee creativity.

Population and Sample

A population is the complete group of people or things studied, according to Sekaran and Bougie (2016). This research includes all 210 permanent PT. Suri Tani Pemuka Lampung personnel in six departments: PGA, Purchasing, Plant, Finance & Accounting, Sales, and Quality Control. Total sampling is used for non-probability sampling of the whole population. This method works for a manageable population. Joseph F. Hair (2014) suggests doubling the number of question items by 5 to 10 for the best quantitative research sample size. This research needs 200 responses for 40 items.

Data Measurement Techniques and Research Instruments

The researcher utilizes a questionnaire to gather qualitative data and convert it to quantitative values using a Likert scale from 1 (strongly disagree) to 5 (strongly agree). To guarantee validity and reliability in measuring each variable, Sekaran and Bougie (2016) recommend carefully designing a study instrument. Transformational leadership, adapted from Avolio and Bass (1995), measures idealized influence and inspirational motivation; knowledge management, based on Nonaka's SECI model (1994), measures socialization, externalization, combination, and internalization; and employee creativity, adapted from Zhou and George (2001), measures fluency, flexibility, elaboration, and originality. Each item represents respondents' job experiences and perspectives.

Operational Definition and Variable Measurement

This study clarifies measurement and data analysis by providing operational definitions of each research variable. Employee creativity is the dependent variable, whereas transformational leadership (X1) and knowledge management (X2) are independent factors. According to Bass & Avolio in Gözükarar & Şimşek (2015), transformational leadership motivates team members to collaborate and contribute to organizational goals through four key indicators: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Knowledge management is an organized method of acquiring, sharing, and using corporate knowledge to drive innovation and competitiveness, assessed by SECI (socialization, externalization, combination, and internalization). Through fluency, flexibility, elaboration, and originality, employee creativity generates important, innovative ideas that enhance and innovate the workplace (Ngo et al., 2020). Every variable is assessed on a Likert scale.

Research Instrument Test

Instrument validity and reliability tests were used in this research to verify that the data accurately represented the constructs. Sekaran and Bougie (2016) describe the validity test as

how effectively a research instrument assesses its intended notion. Factor analysis using SPSS was utilized to examine the Kaiser-Meyer-Olkin Measure of Sampling Adequacy. KMO values over 0.5 imply legitimacy, according to the criterion. Because loading factors were continuously over 0.50, all items in the three variables—transformational leadership (KMO = 0.907), knowledge management (KMO = 0.850), and staff creativity (KMO = 0.823)—met the requirements and were valid. It can precisely measure the desired variables.

Then, reliability testing assessed instrument consistency across repeated measurements. Sekaran and Bougie (2016) define reliability as an instrument's consistency without random errors. The test used Cronbach's Alpha, which is trustworthy above 0.6. Transformational leadership scored 0.911, knowledge management 0.853, and staff creativity 0.842—all over the threshold and showing good internal consistency. The "Cronbach's Alpha if Item Deleted" column revealed that no item affected the scale's dependability, confirming that all items were properly generated and preserved for examination.

Finally, SPSS's Kolmogorov-Smirnov test established data normality. Regression-based studies assume a normal residual distribution, therefore this step is crucial. Data are regularly distributed if the p-value is 0.05 or above. The ensuing parametric analyses are robust under this assumption. This study's research instrument measures transformational leadership, knowledge management, and employee creativity accurately and reliably by meeting validity, reliability, and normalcy testing standards.

Data Analysis and Hypothesis Testing

Multiple linear regression was used to analyze and assess the relationship between transformational leadership, knowledge management, and employee creativity in this research. According to Sekaran and Bougie (2016), the regression formula is $Y = a + \beta_1 X_1 + \beta_2 X_2 + e$, where Y represents employee creativity, X1 is transformational leadership, X2 is knowledge management, "a" is the constant, " β_1 and β_2 " are regression coefficients, and "e" is the error term. Hypothesis testing also employed the t-test (partial test) to determine whether each independent variable affects the dependent variable. If the significance value is less than 0.05 and the t-count surpasses the t-table, Hair et al. (2014) support the hypothesis that the predictor variable affects the outcome variable statistically.

4. RESULT AND DISCUSSION

All permanent workers of PT. Suri Tani Pemuka Lampung, 210 people, received questionnaires for this investigation. Table 4.1 shows that respondents returned all 210 questionnaires, with no useless ones. A 100% response rate is computed from $(210 \div 210) \times$

100%, indicating full and effective involvement. A high response rate increases the data's credibility and shows respondents' involvement and readiness to participate to the study. In quantitative research, this degree of engagement reduces response bias and improves data representativeness across the company's demographic of interest.

Respondent Characteristics

This study's respondents' demographics include gender, age, duration of service, and employment position. PT. Suri Tani Pemuka Lampung had 94 male (44.8%) and 116 female (55.2%) respondents. Gender diversity may illuminate how creative ideas are presented and fostered in the workplace (Ngo et al., 2020), enriching the research. The virtually equal gender ratio enables academics to study creativity in an inclusive and organizationally relevant setting. The bulk of workers are 30–39 years old (46.7%), followed by 40–49 (27.6%), under 29 (15.2%), and over 50 (10.5%). This shows that most respondents are in their peak producing years, which is crucial for creativity research. Employees in this age group are usually engaged, motivated, and eager to learn. This age group has strong psychological preparedness and drive to participate, particularly in creatively challenging work situations, according to Shafi et al. (2020). Such traits may affect their job creativity.

42.9% of respondents have worked for the firm for 6–10 years, followed by 27.6% for over 10 years, 25.7% for 1–5 years, and 3.8% for less than a year. This range shows that the workforce contains seasoned workers with extensive organizational expertise and fresher workers with fresh, inventive insights. According to Saleem and Adeel (2019), longer tenure gives workers contextual knowledge and problem-solving expertise, while fresher employees might bring new ideas and risk-taking. Employees are spread across six departments, with the Plant department having the most respondents (32.4%), indicating operational concentration and which may affect creativity patterns due to the nature of each department's work.

Analysis of Respondent Statement Description

This study's descriptive analysis shows how PT. Suri Tani Pemuka Lampung workers see transformational leadership, knowledge management, and their own creativity at work. Starting with transformational leadership (X1), “My leader has exemplary behavior” gets the highest average score (4.45) under the idealized impact indication. Employees perceive leaders as role models who demonstrate professionalism, ethics, and integrity. According to Gözükarar and Şimşek (2015), a leader's charm and personal example may boost workers' confidence and creativity. Charismatic leadership influences employee creativity, according to Shafi et al. (2020), illustrating how respect and inspiration from leaders may lead to creative work behaviour.

However, the personalized attention indication, specifically “My leader appreciates diversity in the workplace,” has the lowest average score (4.18). Although leadership is typically well-regarded, leaders may improve in how they understand and handle workers' different requirements and backgrounds. Shafi et al. (2020) imply that personal attention may not always boost creativity unless it is important to the employee. Gözükarar and Şimşek (2015) emphasize the need of personalized attention in maximizing employee potential. These results suggest that a more inclusive leadership style that actively encourages varied work styles and backgrounds might boost employee engagement and creativity.

The highest-rated statement in knowledge management (X2) is “Employees can turn old knowledge into new knowledge” (mean = 4.51), suggesting a strong learning and adaption culture. This suggests that staff are receptive to fresh ideas and to eliminating ineffective approaches. According to Ramirez et al. (2011), socializing is essential to turning experience into practical knowledge and fostering organizational learning and creativity. The lowest-rated item (3.91) is “All necessary information can be found in company archives,” suggesting documentation and knowledge repository inefficiencies. Dalkir (2011) notes that the SECI model's combination phase focuses on knowledge sharing and systematization, which may increase organizational learning.

Under originality, “I support innovative ideas from coworkers” has the greatest creativity variable (Y) score (4.38). This shows a collaborative atmosphere where workers produce and accept fresh ideas. A creative atmosphere requires peer support, according to Ngo et al. (2021). Openness to peers' creativity fosters psychological safety for creative risk-taking. The elaboration indication provides the lowest score (4.00) with “I am a good source of creative ideas.” While still a high score, it suggests that some individuals may not be confident in their creative talents or that the firm may not yet have a robust framework for identifying and exploiting creative contributions. PT. Suri Tani Pemuka Lampung's organizational culture supports leadership growth, knowledge exchange, and innovation, according to descriptive results across all three categories. There is room for improvement in inclusive leadership, information systems, and staff trust in their creative responsibilities. These initiatives may boost innovation and employee engagement, creating a more dynamic and competitive workplace.

Results of Normality Test

Normality test shows that the unstandardized residuals' Kolmogorov-Smirnov value is 0.050 and the significance level is 0.200. A significance value over 0.05 indicates that the residuals are regularly distributed. This proves that the regression model fits the traditional

assumption of error term normalcy. The data from 210 respondents on transformational leadership, knowledge management, and employee creativity are statistically suitable for parametric tests like multiple linear regression.

Results of Multiple Linear Regression Test

Multiple linear regression analysis yields $Y = 15.501 + 0.195X_1 + 0.554X_2$. Employee creativity remains 15.501 without revolutionary leadership and knowledge management.

Table 1. Multiple Linear Regression Test

Coefficient ^a					
Model	Unstandardized		Standardized Co- eficients Beta	T	Sig.
	B	Std. Error			
Constant	15,501	2,405		6,446	0,000
Transformational Leadership (X1)	0,195	0,058	0,261	3.363	0,001
Knowledge Manage- ment (X2)	0,554	0,0810,261	0,534	6.880	0,000

Transformational leadership (X₁) has a considerable positive impact, with a regression coefficient of 0.195 and a significance level of 0.001. A 100% increase in transformational leadership approaches boosts employee creativity by 19.5%. Greater regression coefficient (0.554) and significant ($p = 0.000$) for knowledge management (X₂) indicate a 55.4% increase in creativity with a 100% improvement in practices. Although both aspects improve employee creativity at PT. Suri Tani Pemuka Lampung, knowledge management seems to be more important.

Hypothesis Testing

The t-test findings show that transformational leadership and knowledge management affect employee creativity at PT. Suri Tani Pemuka Lampung. The t-value for transformational leadership is 3.363, above the t-table threshold of 1.652 and the significance level of 0.001, showing a substantial positive influence. First hypothesis (H1) is accepted. The knowledge management variable has an even higher influence, with a t-value of 6.880 and a significance level of 0.000, much below the 0.05 threshold, suggesting a very high degree of confidence in the association (more than 99.9%).

Table 2. Hypothesis Testing

No	Hypothesis	t-value	Sig.	t-table	Result
1	Transformational leadership has a positive and significant effect on employee creativity	3.363	0.001	1.652	Accepted
2	Knowledge management has a positive and significant effect on employee creativity	6.880	0.000	1.652	Accepted

These findings support the idea that leadership style and information sharing practises boost creativity. However, knowledge management seems to contribute more. Thus, hypothesis (H2) is accepted, emphasizing the strategic role of knowledge-based resources in employee innovation.

The Effect of Transformational Leadership on Employee Creativity at PT. Suri Tani Pemuka Lampung

This research found that transformational leadership positively affects employee creativity, with a significance value of 0.001 (< 0.05). This validates the first premise that workers are more creative at work when they see their leaders' transformational leadership style favorably. Further descriptive analysis shows that the “idealized influence” category garnered the most responses, demonstrating that workers perceive their leaders as ethical role models who emphasize communal interests. According to Bass and Avolio (1994), transformational leaders may motivate, inspire, and broaden and innovate subordinates' thinking. Shafi et al. (2020) also found that intrinsic motivation and intellectual stimulation boost creativity under transformational leadership. However, the “individualized consideration” dimension shows that leaders need to improve in identifying and supporting individual differences to fully develop each employee's creative potential.

The Effect of Knowledge Management on Employee Creativity at PT. Suri Tani Pemuka Lampung

This research found that knowledge management significantly impacts employee creativity at PT. Suri Tani Pemuka Lampung, with a significance value of 0.000 (< 0.05). This confirms the second premise that better knowledge management in the business boosts employee creativity. Descriptive analysis shows that socialization is strong, indicating that workers actively share and learn in a friendly workplace. This supports the SECI Model by Nonaka and Takeuchi (1995), which stresses transforming tacit knowledge into explicit knowledge to create organizational value. However, the combining procedure requires care due to insufficient explicit information. Documentation and information integration must improve to minimize learning and creative barriers. This validates Saleem and Adeel's (2019) findings that good knowledge management promotes workplace creativity and ideation.

5. CONCLUSION

This research found that transformational leadership and knowledge management boost employee creativity at PT. Suri Tani Pemuka Lampung. Leaders that are ethical, motivating, and focused on common objectives excite and inspire employees to voice innovative ideas. Leadership that promotes ideal influence and inspiring motivation builds team trust and passion. The report also emphasizes the necessity for leaders to prioritize individual needs and acknowledge their workers' different backgrounds and working styles. Leaders who give individualized assistance and an inclusive workplace are more likely to help people utilize their creativity and contribute to corporate objectives. Creative thinking also depends on good knowledge management. According to the survey, PT. Suri Tani Pemuka Lampung personnel are open to learning, ready to share expertise, and adapt to new information. Socialization, where informal information sharing and peer learning are crucial, is greatest. Knowledge combination is difficult due to poor access to consolidated documents and important information. To help workers locate, integrate, and apply information, the organization should improve its internal knowledge systems. Encourage workers to support others' ideas and feel secure in coming up with their own. A secure and friendly workplace where people may experiment, share thoughts, and be acknowledged for their participation can enhance corporate innovation and long-term success.

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