Transformational Leadership Support for Creativity Through Self-Efficacy with Strengthening Organizational Culture (A Study on Health Workers of Health Centers in the Sub-District of Cakung Jakarta)

Aisya Zakia Najmiati; Abdul Azis Bagis; Akhmad Saufi

Master of Management Study Program, Faculty of Economics and Business, University of Mataram, Indonesia

Corresponding Author azis.bagis@unram.ac.id swakarya street No. 34, Mataram, West Nusa Tenggara, 65141, Indonesia Telp. +62 818-229-570, ORCID ID. 0000-0002-4417-5297

Abstract

This study aims to examine the mediating role of self-efficacy and examine the moderating role of organizational culture on the effect of transformational leadership on employee creativity. This type of research is causal associative research with a quantitative approach. Sampling using the census method as many as 144 respondents were taken from civil servants and non-civil servants of health workers at the Cakung District Health Center, East Jakarta. Data analysis using PLS-SEM technique with Smart PLS 3 software. The results showed that transformational leadership and self-efficacy have a significant positive effect on employee creativity. Furthermore, there is an indirect effect of transformational leadership on employee creativity through self-efficacy, and organizational culture is able to strengthen the effect of transformational leadership on employee creativity. The study recommends the development of transformational leadership training for leaders in Puskesmas to improve self-efficacy and employee creativity, especially for health workers, both civil servants and non-civil servants. In addition, organizational culture that supports creativity needs to be strengthened through policies that encourage innovation, open communication, and appreciation of new ideas, so as to maximize the positive impact of transformational leadership. The implementation of this strategy is expected to improve health center services in providing better health services to the community.

Keywords: Transformational Leadership; Creativity; Self-Efficacy; Organizational Culture

1. Introduction

In an increasingly competitive business environment, employee creativity is an important element for organizational survival and growth. According to Zhang & Bartol (2010), employee creativity plays a role in generating useful new ideas and developing existing products or services. This creativity is not only an added value, but also a strategic imperative for the organization. It enables organizations to continuously innovate, provide better services, and respond effectively to the dynamic needs of society.

Transformational Leadership Support for Creativity Through Self-Efficacy with Strengthening Organizational Culture (A Study on Health Workers of Health Centers in the Sub-District of Cakung Jakarta)

331

Thus, employee creativity is at the core of an organization's efforts to maintain and enhance competitive advantage.

Creativity has five main dimensions (Torrance, 1966), including fluency, which indicates one's ability to generate many ideas or solutions in a short period of time. According to Torrance, fluency is the ability to generate a large number of relevant and diverse ideas, which is important in the creative process. The essence of fluency is the ability to think quickly and generate diverse ideas without being limited to certain patterns. Flexibility indicates the ability to switch between different approaches or perspectives in dealing with problems. Torrance explains that flexibility is the ability to generate diverse ideas, change direction of thought, and respond to problems in a variety of different ways. The essence of flexibility is the ability to move easily from one type of solution or approach to another, which can enrich creative problem solving. Originality indicates the ability to generate new and unusual ideas. According to Torrance, originality is a measurement to assess how unique an idea or solution a person generates compared to others. The essence of originality is the ability to generate ideas that are not only new but also unexpected and different from existing patterns. Elaboration shows the ability to develop and elaborate an existing idea with further details. Torrance suggests that elaboration is the ability to expand and deepen simple ideas into something more complex and detailed, by providing in-depth explanations or examples. The essence of elaboration is the ability to dig deeper and add details to initial ideas so as to produce a more mature and comprehensive solution. Sensitivity shows the ability to recognize problems, challenges, or needs that exist in the surrounding environment. Torrance states that sensitivity is the ability to detect flaws or problems in an existing situation, which provides the basis for the development of creative ideas. The essence of sensitivity is the ability to sense discrepancies or dissatisfaction in a given situation and then identify creative ways to improve it. This research was conducted at the Department of Health Puskesmas Cakung District, Jakarta, Indonesia, because it believes that employee creativity is very beneficial for improving organizational performance and effectiveness. Based on theory, many factors can influence the development of creativity, including effective leadership, self-efficacy, and organizational work culture. In this study, the variables selected and believed to have the most influence in the context of the health sector work environment, namely transformational leadership, self-efficacy, and organizational culture in building employee creativity.

Transformational leadership refers to the leader's ability to inspire, motivate, and direct team members to achieve organizational goals through innovative and creative approaches (Azliyanti et al., 2020). Individuals with effectiveness from transformational leadership tend to show higher creativity as they feel motivated and supported in a work environment that encourages them to think creatively and make innovative contributions (Bass, 1985). Self-efficacy plays a role in mediating the formation of creativity because a person has high self-confidence to face challenges and complete tasks that require creativity, to provide innovative solutions and create better results (Bandura, 1997). The role of self-efficacy in mediating between transformational leadership in shaping employee creativity shows that individuals who have high self-efficacy are better able to respond to the positive influence of transformational leadership and produce higher creativity (Bandura, 1997). Self-efficacy is able to create an internal drive to try new ideas and sustain effort in the face of adversity, which in turn increases innovation and creativity in the workplace (Bandura, 1997). Organizational culture plays a role in shaping employee creativity. A culture that supports collaboration, experimentation, and freedom of thought (Luthans, 2011) encourages employees to come up with new ideas and take risks in their work. A positive organizational culture creates an environment where employees feel valued and empowered to contribute optimally in creating innovative and productive solutions (Hahn et al., 2015).

A. Creativity

The concept of creativity was first introduced by Guilford (1950), who stated that creativity is the ability to generate new and useful ideas. This concept refers to an individual's ability to think originally, connect seemingly unrelated ideas, and generate new solutions when facing problems. Creativity is not

limited to the arts but can also be applied in various fields, such as science, technology, and business. Supriadi (1994) expressed that creativity is a person's ability to produce something new, whether in the form of ideas or tangible works that are relatively different from what already exists. He further added that creativity is a higher-order thinking ability that implies an escalation in thinking ability, marked by succession, discontinuity, differentiation, and integration between each stage of development. According to Amabile (1996), creativity is the process of generating new ideas that are useful and valuable, involving a combination of technical skills, domain knowledge, and the ability to think flexibly. Amabile emphasizes that creativity is not only dependent on an individual's abilities but is also influenced by the social environment and motivation the individual has in solving tasks or problems. Creativity arises when a person can freely utilize their skills and knowledge without barriers to produce innovative solutions. There are five dimensions of creativity, namely fluency, flexibility, originality, elaboration, and sensitivity (Supriadi, 1994).

B. Transformational Leadership

Burns defines the Transformational Leadership theory as the ability of a leader to motivate their followers to achieve organizational goals rather than focusing on personal interests (Reuvers, Van, Vinkenburg, & Wilson-Evered, 2008). Transformational leaders are capable of inducing their followers, through intellectual stimulation, to reassess potential problems and their work environment, allowing innovative ideas to develop (Reuvers et al., 2008). Transformational leadership can also be defined as leaders who can motivate, drive change, foster innovation, and instill a desire to work beyond expectations (Fischer, 2016). Antonakis, Avolio, & Sivasubramaniam (2003) define transformational leadership as a proactive behavior that enhances attention to collective interests and helps followers achieve goals at the highest level. According to Antonakis et al. (2003), transformational leadership is divided into four dimensions: Idealized Influence, Individual Consideration, Intellectual Stimulation, and Inspirational Motivation.

From this foundation, the researcher presents the following compelling hypotheses:

H1: Transformational leadership has a positive impact on creativity.

H2: Transformational leadership has a positive impact on self-efficacy

C. Self-Efficacy

Self-efficacy is an individual's belief in their ability to act in specific situations, known as self-effect (Bandura, 1997). It influences an individual's goals, the methods they use to achieve them, and the amount of effort they put into achieving them. A person with high self-efficacy is more likely to achieve creative outcomes and engage in creative activities (Tierney & Farmer, 2011). Self-efficacy refers to an individual's belief in their ability to perform an action in a particular situation (Bandura, 1997). It influences what an individual want to achieve, how they attempt to achieve it, and how much effort they put into the process. The concept of self-efficacy can be applied to any domain where performance can be improved, either at a general level or in more specific domains, such as creative self-efficacy or at a more specific level. Self-efficacy is defined as "an individual's belief in their ability to produce creative outcomes" (Tierney & Farmer, 2002).

H3: Self-efficacy mediates the relationship between transformational leadership and creativity.

H4: Self-efficacy has a positive impact on employee creativity.

D. Organizational Culture

Organizational culture, according to Luthans (2011), is a form of understanding the values and norms that are important within an organization, which guide the behavior of its members. Organizational

culture, also known as corporate culture, refers to a set of values or norms that have been in place for a long time, are jointly embraced by the members (employees) of the organization as behavior norms in solving organizational (corporate) problems (Kamaroellah, 2014). In organizational culture, the values are socialized and internalized within the members, becoming the essence for individuals within the organization. According to Wibowo (2013), organizational culture is a system of shared values in an organization that determines how employees carry out activities to achieve the organization's goals. Mangkunegara (2010) defines organizational culture as a set of assumptions, values, and norms that develop within the organization. This culture functions as a behavioral guide for the organization's members in facing external challenges and maintaining internal integrity. Stoner & Gilbert (2012) describe organizational culture as norms, values, and shared understanding held by the members of several organizations. This culture supports strict control at the top of the organization.

H5: Organizational culture moderates the effect of self-efficacy on creativity.

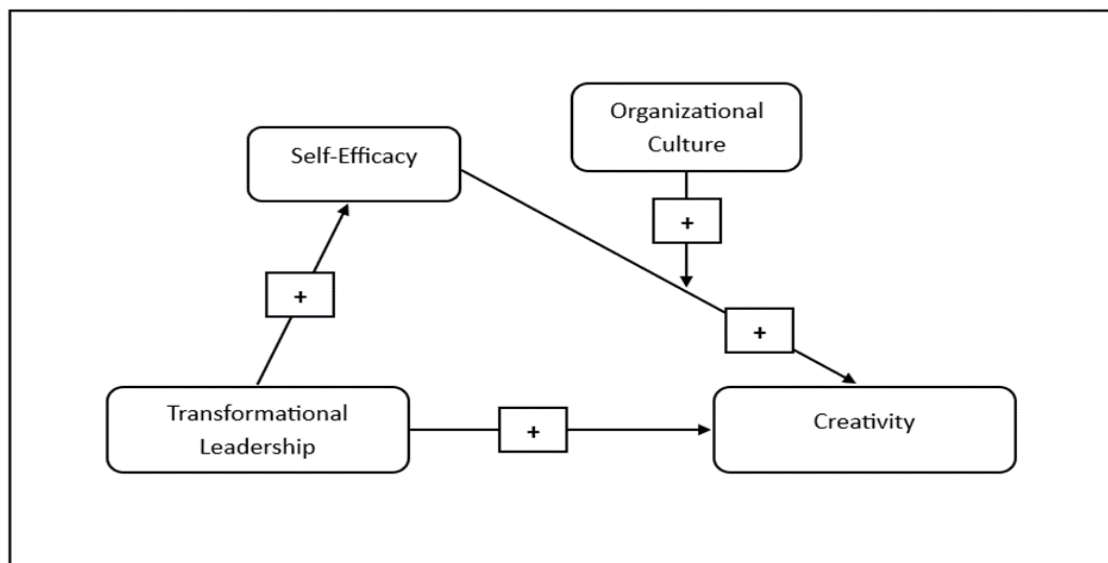This research is grounded in a robust conceptual framework, as depicted in the following figure:

Figure 1. Conceptual Framework

II. Method

This research focuses on Creativity with the unit of analysis at the Department of Health at the Puskesmas. The data collection method uses a census with a total of 144 health workers as respondents. The sampling technique uses saturated sampling because the population is relatively small and all members of the population are used as research respondents.

This study adopted an associative causal approach with a quantitative approach to explore the relationship between the variables of transformational leadership, self-efficacy, organizational culture, and creativity. The research was conducted in the health department at the Cakung District Health Center. Research variables include transformational leadership with dimensions of idealized influence, individual consideration, intellectual stimulation and inspirational motivation. Self-efficacy, including aspects of the degree of task difficulty, flexibility and strength. Organizational culture, which includes dimensions of individual initiative, risk tolerance, supervision, management support, and communication patterns. Creativity, with dimensions of fluency, flexibility, originality, elaboration, and sensitivity (Torrance, 1966).

Data analysis was conducted using Partial Least Squares (PLS) in Structural Equation Modeling (SEM) using SmartPLS 4 software. PLS was used for measurement and structural modeling, including validity, reliability, and hypothesis testing for causal relationships between variables. Model evaluation includes measurement of factor loading, composite reliability, average variance extracted (AVE), discriminant validity, R-squared, Q-squared, F-squared, and standardized root mean square residual (SRMR) (Ghozali, 2012).

Data analysis was carried out using SEM-PLS (structural equation model partial least square), which is a variance-based type. The PLS model can accommodate two types of measurements in one run, namely the measurement of the structural model or the so-called inner model, and the measurement model or outer model. The outer model describes the relationship between latent variables and each indicator. The inner model describes the relationship between latent variables in a model. The outer model test includes convergent validity test, discriminant validity test and reliability test. The algorithm method in Smart PLS produces the outer loading and cross loading values of each indicator, as well as the AVE value, composite reliability, Cronbach's alpha and t-statistic. In evaluating the results of this study, construct validity test, convergent validity test and discriminant validity test were used to validate the scale (Hair et al. 2021).

III. Results

Convergent validity evaluates the extent to which two measurements of the same concept are correlated. This indicates that the value of convergent validity can be observed from the loading factor, where a good rule of thumb is that the standard loading estimate should be 0.5 or higher, but the ideal value is 0.7 or higher (Hair et al. 2017). Based on the external loading table above, it can be seen that the items from the variables of transformational leadership, self-efficacy, organizational culture, and employee creativity have loading values greater than 0.7. Therefore, this indicates that all the indicators used are valid.
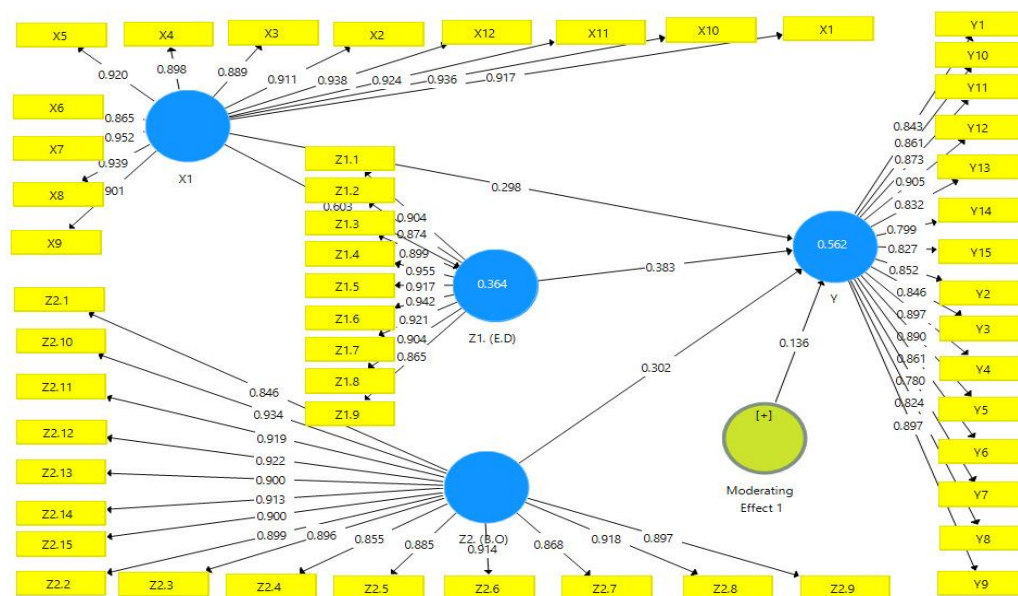

Figure 2. Outer Structural Model

A. Composite Reliable Test

Reliability testing is used to measure the consistency of measurement tools in assessing a concept or the consistency of respondents in answering statement items in questionnaires or research instruments.

A variable is considered reliable if the Cronbach's Alpha (α) and Composite Reliability (CR) values are > 0.700. CR is required because Cronbach's Alpha tends to underestimate construct validity compared to CR, or in other words, CR is better at measuring internal consistency than Cronbach's Alpha. Meanwhile, the Average Variance Extracted (AVE) indicates the extent to which a variable, as a whole, can explain the variation in measurement items.

The values of Cronbach's Alpha, CR, and AVE can be seen in the following table:

Table I. Cronbach Alpha and AVE

Variabel	Cronbach's alpha	Composite reliability	Information
Transformational Leadership (X1)	0,983	0,983	Reliable
Self-Efficacy (Z1)	0,974	0,975	Reliable
Organizational Culture (Z2)	0,983	0,984	Reliable
Creativity (Y)	0,973	0,974	Reliable

Based on Table I, the Cronbach's alpha, rho_a, and composite reliability values for all research variables are greater than 0.8, indicating that the level of reliability is acceptable. Overall, the items measuring the variables of transformational leadership, self-efficacy, organizational culture, and employee creativity are consistent in assessing these variables.

Table II. AVE Value

Variabel	AVE
Acceleration Digital Leadership (X1)	0,602
Utilization of Knowledge IHSagement (X2)	0,669
Readiness To Change of Academic Community (Y)	0,732
Oranizational Climate (Z)	0,843

Based on table II, it explains that the value Average Variance Extracted (AVE) for all research variables is more than 0.5, which means that the magnitude of variation in all items contained in this research variable meets the requirements for good convergent validity.

A. Discriminant Validity Test

The discriminant validity test describes how far the variable or construct that is constructed is different from other variables/constructs and is tested statistically. This test can be carried out by looking at the values in table 3 of the Fornell Larcker Criterion below:

Table III. Fornell Larcker Criterion

Variabel	X1	X2	Y	Z
Transformational Leadership (X1)	0,916			
Self-Efficacy (Z1)	0,638	0,853		
Organizational Culture (Z2)	0,603	0,632	0,909	
Creativity (Y)	0,702	0,650	0,751	0,898

Table III shows that the AVE root value of each variable is on the diagonal axis, where all variables have a larger AVE root compared to their correlation with other variables. So that the evaluation of the discriminant validity of the research variables is fulfilled.

B.　R Sqaure Value Test

In assessing the model with PLS, start by looking at the R-square for each SmartPLS 4.0 variable. dependent latent.

Table IV. R Square Value Test

Variable	R Square
Creativity (Y)	0,562
Self-Efficacy (Z1)	0,364

Table IV shows that the R-square value of the creativity variable is 0.562, indicating that 56.2% of the variation in employee creativity can be explained by transformational leadership, and the R-square value of the self-efficacy variable is 0.364, indicating that 36.4% of the variation in self-efficacy can be explained by transformational leadership, which falls into the moderate category. This means that these variables have a significant influence on employee creativity and self-efficacy in the health sector. The remaining 43.8% and 63.6% of the variation in employee creativity and self-efficacy in the health sector are caused by other factors not included in this research model.

C.　Q Square Value Test

The Q Square value is used to describe how well the model has predictive accuracy or indicates how well changes in exogenous variables can predict their endogenous variables. If Q Square is greater than 0, it indicates that the exogenous variables have predictive relevance for the endogenous variables. If the Q Square value is 0, 0.25, or 0.50, the meaning of Q Square is low, moderate, and high in predictive accuracy (Hair Jr. et al., 2019).

Table V Q-Square Value

Variabel	Q^2
Creativity (Y)	0,380
Self-Efficacy (Z1)	0,293

Table V shows that predictive relevance value (Q^2) indicates how well changes in independent variables can predict the affected dependent variables. Since the obtained Q^2 value is greater than 0, it can be stated that this research model has predictive relevance. Therefore, the transformational leadership variable can be used to predict employee creativity.

D.　HTMT Value

Standardized Root Mean Square Residual (SRMR) is a measure to describe the difference between the correlation matrix of empirical data and the correlation matrix of model estimates. This SRMR value can be seen in Table VI.

Table VI. SRMR Value

Item	Estimated Model
SRMR	0,053

Based on Table VI, The SRMR value of this research model is 0.053 (smaller than 0.10). In accordance with the opinion (Schermelleh-Engel et al., 2003) that SRMR below 0.10 is still acceptable, which means that the model built in this study fits the empirical data.

E. Hypothesis Testing

Structural model evaluation or hypothesis testing is carried out through a bootstrapping process (percentile method). The statistical test used in this method is the t test. The test results seen from the t-values for the 2-tailed test are 1.96 (significant level = 10%). The testing criteria with the t-test are if the tstatistic value > ttable or the significance value <0.05 then it can be said that the hypothesis is accepted. The results of the structural model testing can be seen in Figure 3. and table 7. following:
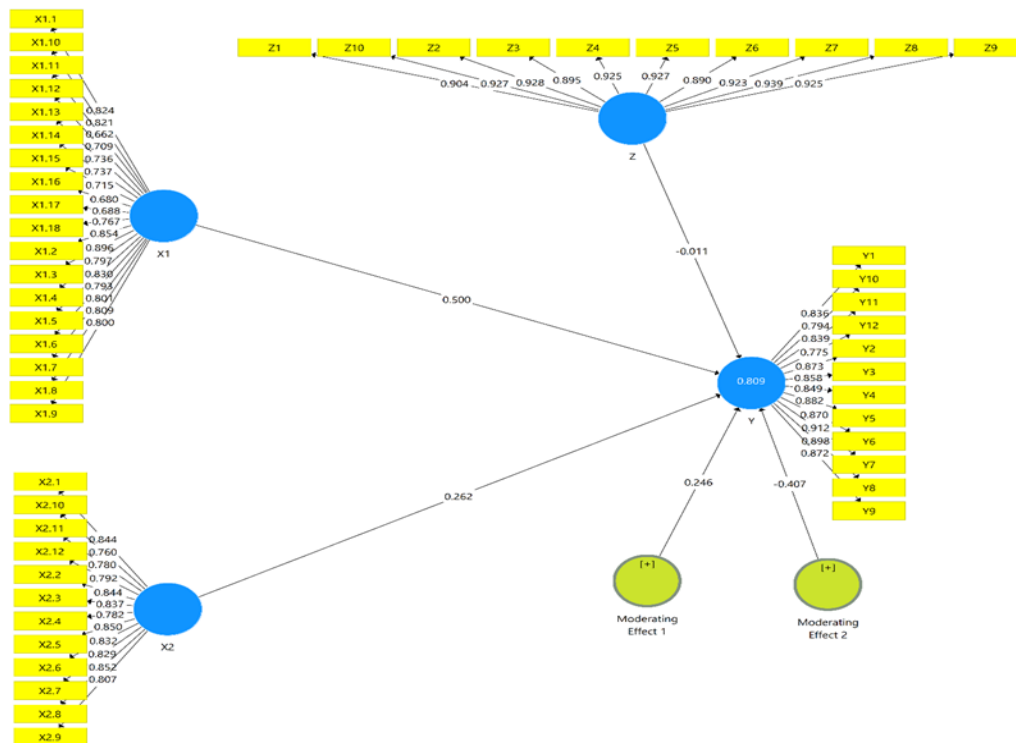

Figure 3. Bootstrapping Path Coefficient Test (Original Sample Values and P-Values)

Table VII. Hypothesis Test Results

Relationship between Variables	Path Coefficient	T-value	P-value	Conclusions
Transformasional Leadership (X1) → Creaticity (Y)	0,298	2,564	0,011	Significant
Transformasional Leadership (X1) → Self-Efficacy (Z1)	0,603	7,218	0,000	Significant
Transformational Leadership (X1)× Self-Efficacy (Z1) → Creativity (Y)	0,231	2,226	0,026	Significant
Self-Efficacy (Z1) → Creativity (Y)	0,383	2,330	0,020	Significant
Transformational Leadership (X1) × Organisational Culture (Z2) → Creativity (Y)	0,136	2,041	0,042	Significant

IV Discussion

A. The Effect of Transformational Leadership on Employee Creativity

The results of the study show that transformational leadership has a positive and significant effect on employee creativity with a coefficient value of 0.298. This effect is significant because the p-value

obtained is 0.011, which is smaller than 0.050 (0.011 < 0.050), and the t-value is 2.564, which is greater than 1.96. This means that the more effective the implementation of transformational leadership, the higher the employee creativity at the Cakung District Health Center. This study aligns with several expert theories stating that leadership style is an important factor that can influence creativity in an organization. Transformational leaders play a role in awakening their subordinates' awareness of the importance of their work and motivating them to put the organization's goals above personal interests (Bass, 1990; Mittal & Dhar, 2015).

The results of this study are also consistent with several previous studies that found a very significant positive relationship between transformational leadership and employee creativity. Leaders who apply transformational leadership styles are able to build trust and motivation among employees. Transformational leadership also encourages employees to think more creatively and seek innovative solutions to the everyday problems they face (Qian & Kee, 2023; Simamora et al., 2021).

B. The Influence of Transformational Leadership on Self-Efficacy

The results of this study indicate that transformational leadership has a positive and significant effect on self-efficacy, with a coefficient value of 0.603. This effect is significant as the p-value is 0.000, which is less than 0.050 (0.000 < 0.050), and the t-value is 7.218, greater than the critical t-value of 1.96. This means that the more effective the application of transformational leadership, the higher the level of self-efficacy among employees at the Cakung District Health Center. High self-efficacy among employees boosts their confidence in handling tasks, overcoming challenges, and contributing optimally to delivering healthcare services. This finding aligns with theories from several experts stating that support from leaders who provide intellectual stimulation and individual recognition encourages employees to innovate and be creative in their work (Dong et al., 2017).

The findings are consistent with previous studies that have identified a significant positive relationship between transformational leadership and increased employee self-efficacy. Wang & Zhu (2014) explain that transformational leaders provide an inspiring vision, instilling confidence in employees, making them feel capable of achieving higher goals. Waterwall et al. (2014) highlight that leaders enhance self-efficacy through intellectual stimulation and individualized attention, fostering creativity and making employees feel valued. Afsar & Masood (2017) add that transformational leadership helps employees better prepare for workplace challenges by offering full support. Hughes et al. (2018) also found that this leadership style promotes a learning orientation, encouraging employees to continuously develop themselves. At the Cakung District Health Center, these effects are evident through various forms of support from leaders, which motivate and boost employees' confidence in performing their duties.

C. The Influence of Transformational Leadership on Employee Creativity Mediated by Self-Efficacy

The results of this study indicate that self-efficacy mediates the influence of transformational leadership on employee creativity, with a coefficient value of 0.231. The role of self-efficacy as a mediator in this relationship is significant, as evidenced by a p-value of 0.026, which is less than 0.050 (0.026 < 0.050), and a t-value of 2.226, greater than the critical t-value of 1.96. This means that, at the Cakung District Health Center, effective transformational leadership not only has a direct impact on employee creativity but also enhances self-efficacy, which in turn indirectly increases employee creativity.

This finding aligns with the theory by Tierney & Farmer (2011), which explains that high self-efficacy significantly contributes to achieving creative outcomes. Avolio et al. (2004) further support this perspective, stating that transformational leadership enhances employees' knowledge and skills, thereby fostering their creative potential-the ability to innovate and develop new solutions to workplace challenges.

The results of this study are consistent with previous research that found a significant positive relationship between transformational leadership, self-efficacy, and employee creativity. Gong et al. (2009), supported by Wang & Zhu (2014) and Song et al. (2018), argued that self-efficacy significantly mediates the relationship between transformational leadership and creativity. Inspirational and motivational leadership can create an environment that supports the development of self-efficacy and employee creativity. At the Cakung District Health Center, this is reflected in employees' motivation to think creatively and innovate in solving problems, supported by encouragement from their leaders.

D. The Influence of Self-Efficacy on Employee Creativity

The results of this study show that self-efficacy has a positive and significant influence on employee creativity, with a coefficient value of 0.383. This influence is significant, as evidenced by a p-value of 0.020, which is less than 0.050 (0.020 < 0.050), and a t-value of 2.330, greater than the critical t-value of 1.96. This indicates that employees with higher levels of self-efficacy tend to exhibit higher creativity in their work.

This study aligns with theories that explain the positive and significant impact of self-efficacy on employee creativity. Bandura (1997) stated that self-efficacy is an individual's belief in their ability to act in specific situations, which affects the level of effort and strategies they apply to achieve their goals. According to Sanny et al. (2013) and Shin et al. (2012), creativity is defined as the ability to generate innovative and useful ideas across various aspects of work, including procedures, products, and services. This is further supported by Tierney & Farmer (2011), who emphasized that individuals with high self-efficacy tend to be more creative because they believe in their ability to achieve work outcomes. Employees confident in their abilities are more likely to develop new ideas and share innovations with colleagues, as described by Marasabessy & Santoso (2014), resulting in a positive impact on the organization as a whole.

The findings of this study are consistent with previous research that found a significant positive relationship between creative self-efficacy and employee creativity. Chen & Zhang (2017) revealed that creative self-efficacy positively correlates with creativity, meaning that individuals with strong confidence in their creative abilities are more likely to generate innovative ideas. This finding is supported by studies by Waterwall et al. (2017) and Richter et al. (2015), which demonstrated that creative self-efficacy consistently contributes to increased workplace creativity. In this study, employees' creative self-efficacy has been shown to be a critical factor in driving their ability to think innovatively and provide beneficial solutions for the organization.

E. The Influence of Transformational Leadership on Employee Creativity Moderated by Organizational Culture

The results of this study indicate that organizational culture can moderate the influence of transformational leadership on employee creativity among healthcare staff at the Cakung Health Center in Jakarta, with a positive and significant effect. The coefficient value is 0.136, the p-value is 0.042, which is smaller than 0.050 (0.042 < 0.050), and the t-value is 2.041, which is greater than the critical t-value of 1.96. This means that effective transformational leadership, when supported by a strong organizational culture, can enhance employee creativity in performing their tasks at the Cakung Health Center.

This study aligns with the theory explaining that organizational culture plays an important role in encouraging employee creativity. As stated by Kamaroellah (2014), organizational culture is a set of values, beliefs, and norms shared by members of an organization as a guide for behavior. Research by Hanh et al. (2015) shows that a strong organizational culture, especially one that is learning-oriented, can motivate employees to be more creative. Furthermore, Tierney & Farmer (2011) emphasize that individuals with high self-efficacy are more likely to achieve creative outcomes and engage in creative activities. Therefore, a supportive organizational culture, combined with high self-efficacy, becomes a significant factor in enhancing employee creativity.

The results of this study are consistent with several previous studies that found a significant relationship between organizational culture, self-efficacy, and increased creativity. Sartana et al. (2020) show that organizational culture and self-efficacy together contribute significantly to teacher creativity. Ramadhan & Izzati (2023) also revealed that individuals with high self-efficacy exhibit higher innovative behavior, with self-efficacy playing a key role in influencing this behavior. Safitri & Rieka (2021), in their research, added that a positive and supportive organizational culture significantly impacts teachers' work ethic, which aligns with the finding that a strong organizational culture can enhance employee self-efficacy. Thus, this study confirms that the combination of a good organizational culture and high self-efficacy plays a significant role in improving employee creativity and performance.

V. Conclusion

Based on the results of the research and discussion described above, the following conclusions can be drawn from this research:

1. The implementation of transformational leadership, characterized by behaviors such as setting an example, encouraging intellectual development, providing inspirational motivation, and showing genuine care for each subordinate, can foster employee creativity in demonstrating productive attitudes and behaviors.
2. Well-implemented transformational leadership can enhance employees' self-efficacy, encouraging them to feel more capable and confident in facing work challenges.
3. Self-efficacy serves as a mediator that strengthens the impact of transformational leadership on employee creativity, as confident employees are more likely to develop new ideas and innovative solutions.
4. Self-efficacy directly enhances employee creativity, where employees who feel capable and confident in their abilities are more likely to think creatively and propose changes.
5. Organizational culture reinforces the relationship between transformational leadership and employee creativity, creating a work atmosphere that supports new ideas and encourages employees to think outside the box.

Research Limitations

1. Limited respondents, as this study only involved healthcare workers at the Cakung District Health Center, Jakarta, which may not fully represent a broader population. The R^2 values indicating a moderate influence on the variables of employee creativity and self-efficacy suggest that there are significant variations in these two variables that could be explained by other factors not examined in this study.
2. The study demonstrates that transformational leadership significantly influences employee creativity and self-efficacy, with R^2 values of 0.562 for creativity and 0.364 for self-efficacy. This indicates that, although transformational leadership contributes significantly, there are other factors that also influence these two variables, especially self-efficacy.
3. The use of questionnaires as the data collection method may introduce respondent bias, which can affect the accuracy of the R^2 values obtained. Inaccurate data may lead to incorrect conclusions about the relationships between variables. Therefore, future research should consider more diverse data collection methods, such as interviews, to enhance the validity of the results.
4. Future research could explore additional variables that influence employee creativity, self-efficacy, and organizational culture, such as social support, reward systems, and workplace environment factors, to enhance the model's value and provide a more comprehensive understanding. Moreover, future studies could focus on developing interventions, such as transformational leadership training programs, mentoring, and team-building activities, to improve collaboration and communication in the workplace while measuring their impact on the research variables. Conducting studies across various organizations with different characteristics could also provide broader insights into the dynamics of leadership's influence on employee creativity and self-efficacy in more diverse contexts.

Recommendation

Suggestions that can be recommended based on the results of this research are as follows:

1. Institutions, particularly healthcare workers at the Cakung District Health Center in Jakarta, are advised to enhance the transformational leadership variable, especially in terms of fostering creativity and innovation that can be applied by leaders. Leaders who encourage creativity will motivate healthcare workers to think outside the box and develop new, more effective solutions in healthcare services. Additionally, fostering innovation is essential for healthcare workers to continuously adopt new technologies and approaches that improve efficiency and service quality. Leaders should also guide healthcare workers in solving problems from various perspectives by providing opportunities for discussions and fresh ideas, which can improve work processes and offer more holistic and integrated solutions to existing challenges.

2. Institutions, particularly healthcare workers at the Cakung District Health Center in Jakarta, are encouraged to pay greater attention to the self-efficacy variable, especially in building confidence among healthcare workers that they can overcome difficulties faced in the field. By strengthening this confidence, healthcare workers will be more prepared to face challenges and issues in daily healthcare services. It is also crucial for healthcare workers to believe that their efforts will yield significant results, both in improving service quality and patient satisfaction. Strengthening their sense of prioritization is equally important, enabling healthcare workers to focus on the most critical actions that deliver the greatest impact, thus making services more targeted and efficient.

3. Institutions, particularly healthcare workers at the Cakung District Health Center in Jakarta, are recommended to increase attention to the organizational culture variable, especially in providing recognition for taking risks in healthcare services. Such recognition can encourage healthcare workers to innovate and try new approaches in service delivery, despite inherent risks, ultimately enhancing service quality. Furthermore, an awareness of the importance of risk-taking in healthcare services should be instilled so that healthcare workers understand that some innovations and changes require bold steps to face uncertainties and challenges. Lastly, cultivating an optimistic and proactive attitude in addressing healthcare service challenges is crucial, as it fosters a culture that is more responsive and prepared for change while overcoming obstacles with better and faster solutions.

4. Institutions, particularly healthcare workers at the Cakung District Health Center in Jakarta, are advised to increase their focus on the employee creativity variable, especially in terms of the ability to articulate ideas in a detailed manner. By providing clear and structured guidance, healthcare workers will find it easier to develop and communicate new ideas that can enhance service quality. Moreover, it is essential to provide support for healthcare workers to realize these ideas, whether through service innovations or more efficient work processes. Lastly, refining and readjusting imperfect ideas is a crucial step in fostering creativity, as it allows healthcare workers to continuously improve and perfect their ideas until they achieve optimal and beneficial results for both patients and the organization.

References

Afsar, B., & Masood, M. (2017). Transformational leadership and its impact on employees' self-efficacy. *Journal of Business Research, 73*, 16-22. https://doi.org/10.1016/j.jbusres.2016.11.005

Amabile, T. M. (1996). *Creativity in context: Update to "The social psychology of creativity"*. Westview Press.

Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership: An examination of the nine factor full-range leadership theory using the multifactor leadership questionnaire. *The Leadership Quarterly*, *14*(2), 261–295.

Avolio, B. J., Zhu, W., Koh, W., & Bhatia, P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior*, *25*(8), 951–968.

Azliyanti, E., Jadmiko, P., & Utami, W. (2020). The influence of perceptions of transformational leadership on lecturer creativity with creative self as mediator. *Jurnal Manajemen*, *8*, 347–356.

Bandura, A. (1997). *Self-efficacy: The exercise of control*. New York: W. H. Freeman.

Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.

Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, *3*(1).

Chen, Y., & Zhang, L. (2017). Be creative as proactive? The impact of creative self-efficacy on employee creativity: A proactive perspective. *Current Psychology, 38*(3), 589–598. https://doi.org/10.1007/s12144-017-9721-6

Dong, Y., Bartol, K. M., Zhang, Z.-X., & Li, C. (2017). Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual-focused transformational leadership. *Journal of Organizational Behavior, 38*(3), 439–458. https://doi.org/10.1002/job.2134

Fischer, S. A. (2016). Transformational leadership in nursing: A concept analysis. *Journal of Advanced Nursing*, *72*(11), 2644–2653. https://doi.org/10.1111/jan.13049

Ghozali, I. (2012). *Aplikasi analisis multivariat dengan program IBM SPSS 20*. Semarang: Badan Penerbit Universitas Diponegoro.

Gong, Y., Huang, J. C., & Farh, J. L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management Journal*, *52*(4), 765–778. https://doi.org/10.5465/AMJ.2009.43670890

Guilford, J. P. (1950). Creativity. *American Psychologist, 5*(9), 444–454. https://doi.org/10.1037/h0063487

Hahn, M. H., Lee, K. C., & Lee, D. S. (2015). Network structure, organizational learning culture, and employee creativity in system integration companies: The mediating effects of exploitation and exploration. *Computers in Human Behavior*, *42*, 167–175. https://doi.org/10.1016/j.chb.2013.10.026

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Sage Publications.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (3rd ed.). Sage Publications.

Hughes, M., Lee, J., Tian, M., Newman, A., & Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *Leadership Quarterly*, *29*(5), 549–569. https://doi.org/10.1016/j.leaqua.2018.03.001

Kamaroellah, A. (2014). *Pengantar budaya organisasi: Konsep, strategi implementasi, dan manfaat*. Surabaya: Pustaka Raja.

Luthans, F. (2011). *Organizational behavior: An evidence-based approach* (12th ed.). McGraw-Hill Education.

Mangkunegara, A. P. (2010). *Manajemen sumber daya manusia perusahaan* (ed. ke-3). PT. Remaja Rosdakarya.

Marasabessy, M., & Santoso, H. B. (2014). *Peran kreativitas dalam pengembangan ide dan implementasinya di perusahaan*. Jakarta: Penerbit Universitas Indonesia.

Mittal, S., & Dhar, R. L. (2015). Transformational leadership and employee creativity: Mediating role of creative self-efficacy and moderating role of knowledge sharing. *Management Decision, 53*(5), 894–910. https://doi.org/10.1108/MD-07-2014-0464

Qian, C., & Kee, D. M. H. (2023). Exploring the path to enhance employee creativity in Chinese MSMEs: The influence of individual and team learning orientation, transformational leadership, and creative self-efficacy. *Information (Switzerland), 14*(8), Article 80449. https://doi.org/10.3390/info14080449

Ramadhan, R. D., & Izzati, U. A. (2023). Hubungan antara efikasi diri dengan perilaku inovatif pada guru di Yayasan "X". *Character: Jurnal Penelitian Psikologi, 10*(2), 344–363. https://doi.org/10.26740/cjpp.v10i2.53795

Reuvers, M., Van Engen, M. L., Vinkenburg, C. J., & Wilson-Evered, E. (2008). Transformational leadership and innovative work behaviour: Exploring the relevance of gender differences. *Creativity and Innovation Management, 17*(3), 227–244. https://doi.org/10.1111/j.1467-8691.2008.00516.x

Richter, A. W., Hirst, G., van Knippenberg, D., & Baer, M. (2012). Creative self-efficacy and individual creativity in team contexts: Cross-level interactions with team informational resources. *Journal of Applied Psychology, 97*(6), 1282–1290. https://doi.org/10.1037/a0029359

Safitri, A. M. N., & Rieka, D. (2021). Pengaruh Budaya Organisasi Sekolah dan Efikasi Diri Guru terhadap Etos Kerja. *Indonesian Research Journal in Education*, 3(2), 386–399.

Sanny, I., Susanto, H., & Wibowo, A. (2013). *Kreativitas dalam pengembangan gagasan: Tindakan kreatif dalam pengambilan keputusan dan pemecahan masalah*. Jakarta: Penerbit Gramedia.

Sartana, F., Entang, M., Patras, Y. E., & Harijanto, S. (2020). Peningkatan kreativitas kerja guru dengan memperbaiki budaya organisasi dan efikasi diri. *Jurnal Manajemen Pendidikan, 8*(1), 41–45. https://doi.org/10.17509/jmp.v8i1.1964

Schermelleh-Engel, K., Moosbrugger, H., & Müller, H. (2003). Evaluating the fit of structural equation models: Tests of significance and descriptive goodness-of-fit measures. *Methods of Psychological Research Online, 8*(2), 23–74.

Shin, S. J., Kim, T. Y., & Lee, J. H. (2012). Creativity and innovation in organizations: A review of the literature. *Journal of Business Research, 65*(2), 160-167. https://doi.org/10.1016/j.jbusres.2011.02.018

Simamora, I. K., Djoko, H., & Widayanto. (2021). Transformational Leadership Relationship with Employee Creativity: The Moderating Effect of Knowledge Sharing and Mediating Effect of Creative Self-Efficacy. *International Journal of Innovation, Creativity and Change*, 15(8), 330–339.

Song, L. J., Zhang, X. L., & Chen, X. P. (2018). Transformational leadership and employee creativity: The mediating role of creative self-efficacy. *Social Behavior and Personality: An International Journal, 46*(5), 757–766. https://doi.org/10.2224/sbp.6710

Stoner, J. A. F., & Gilbert, D. R. (2012). *Manajemen* (6th ed.). Pearson Education.

Supriadi, D. (1994). *Potret pendidikan di Indonesia: Memasuki abad XXI*. Jakarta: Pustaka Jaya.

Tierney, P., & Farmer, S. M. (2002). Creative self-efficacy: Its potential antecedents and relationship to creative performance. *Academy of Management Journal*, *45*(6), 1137–1148. https://doi.org/10.5465/3069429

Tierney, P., & Farmer, S. M. (2011). Creative self-efficacy development and creative performance over time. *Journal of Applied Psychology*, 96(2), 277–293. https://doi.org/10.1037/a0020952

Torrance, E. P. (1966). *The Torrance Tests of Creative Thinking: Norms—Technical Manual*. Princeton, NJ: Personnel Press.

Wang, P., & Zhu, W. (2014). Mediating role of creative self-efficacy in the relationship between transformational leadership and employee creativity. *Social Behavior and Personality: An International Journal, 42*(5), 891–898. https://doi.org/10.2224/sbp.2014.42.5.891

Waterwall, S., Smith, J., & Johnson, R. (2014). The impact of transformational leadership on self-efficacy: A longitudinal study. *Journal of Leadership & Organizational Studies, 21*(3), 234–245. https://doi.org/10.1177/1548051814521234

Waterwall, S., Smith, J., & Johnson, R. (2017). The impact of creative self-efficacy on employee creativity: A meta-analysis. *Journal of Organizational Behavior, 38*(5), 654–672. https://doi.org/10.1002/job.2212

Wibowo, A. (2013). *Manajemen: Teori, penelitian, dan aplikasi* (3rd ed.). Jakarta: Rajawali Press.

Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Development and Learning in Organizations: An International Journal*, 24(5), 4–9. https://doi.org/10.1108/dlo.2010.08124ead.007