PROPHETIC LEADERSHIP, ORGANIZATIONAL CULTURE, AND EMPLOYEE CREATIVITY AT ISLAMIC PUBLISHER IN INDONESIA

Asep Samsu Romli

Magister Management, Faculty of Economic & Business, Telkom University, Indonesia

Dian Indiyati

Associate Professor of Human Resources, Organizational Behavior, Telkom University, Indonesia

Ratri Wahyuningtyas

Faculty of Economic & Business, Telkom University, Indonesia

Abstract

Creativity, along with leadership and organizational culture, is considered to play a significant role in the growth of a business organization. Their roles become increasingly pronounced when a business organization faces extraordinary competition and disruptive attacks from enthusiastic start-ups aiming for global dominance. This research aims to explore the influence of prophetic leadership and organizational culture on the creativity of all employees in one of the Islamic publishers in Indonesia. The research is conducted quantitatively by distributing questionnaires to 245 sampled individuals within the company selected through non-probability and snowball sampling techniques. Data analysis is carried out using the Structural Equation Model (SEM) SmartPLS, with prerequisites for outer model testing and inner model testing. The results of the analysis conclude that the influence of prophetic leadership on employee creativity is very small, while the influence of organizational culture on employee creativity is significant. The novelty sought in this research is to enrich the knowledge and development of prophetic leadership research theory and its implementation in the business world, given its limited exploration, especially in its relationship with organizational culture and its impact on employee creativity.

Keywords: Prophetic Leadership, Organizational Culture, Employee Creativity

Introduction

Creativity, in the context of a company, is a key factor that significantly influences the growth of a business (Wolcott & Lippitz, 2007); it is a top priority for most businesses, with 77% of CEOs struggling to find employees with creative and innovative skills (Mehrotra et al., 2021). This statement supports the notion that today's society is living in an era where creativity is considered a major driving force behind economic growth (Gruszka & Tang, 2017), leading to consequences such as innovative products and effective work procedures necessary for business development (Oldham & Cummings, 1996). Creativity not only impacts business growth but also contributes to health, learning, problem-solving, evolution, progress, quality of life, and various other aspects of life (Runco, 2018). Therefore, creativity, especially concerning employees within a company, is

one of the primary research topics that attract the attention of academics and policymakers (Hanaysha et al., 2022).

Academics identify several factors that influence employee creativity within organizations (Ma & Jiang, 2018). For example, employee creativity is closely linked to four main components: (1) creative potential, (2) supportive environment, (3) situational factors, and (4) the creative process (Sternberg & Kaufman, 2018). Leaders and leadership are also considered to have a significant role in fostering team creativity (Amabile et al., 2004; Fong et al., 2022; S. R. Sari et al., 2022; Wahani, 2022). One leadership model introduced by experts in the field of leadership is prophetic leadership, also known as Islamic leadership (Zaim et al., 2022), which includes types such as: 1) servant leadership, 2) transformational leadership, 3) ethical leadership, and 4) situational leadership (Abdallah et al., 2019; Ahmed & Amiri, 2019; Dewi et al., 2020).

Prophetic leadership is described as leadership with a clear and strong vision, a commitment to moral values and ethics, and a focus on social change (Kouzes & Posner, 2017). Therefore, in addition to being closely related to servant leadership, the study of prophetic leadership falls within the realm of moral leadership (ethical leadership) and cross-cultural leadership (Budiharto, 2011). Prophet Muhammad (peace be upon him), a central figure in the concept of prophetic leadership, is seen as a social leader who developed leadership based on strong morality and ethics, exemplifying various dimensions of noble conduct (El Syam, 2017; Ishak, 2011). He was a leader characterized by qualities such as gentleness, avoidance of harsh words, avoidance of hard-heartedness, forgiveness, seeking forgiveness, and giving importance to consultation (Mirela et al., 2021).

Servant leadership, transformational leadership, ethical leadership, and situational leadership, which are part of the types of prophetic leadership (Abdallah et al., 2019), have been shown to have a positive impact on employee creativity (Aboramadan, 2021; Anser et al., 2021; M. Chen et al., 2022; Hanaysha et al., 2022; Nazir et al., 2022; Tetteh et al., 2023; W. Wang et al., 2022). However, there is very little specific research directly examining the influence of prophetic leadership on employee creativity, one of which was conducted by Ogbeibu et al., (2021), who found that "trust," one of the dimensions of prophetic leadership, directly affects employee creativity. Furthermore, while most studies conclude that there is a strong relationship between servant leadership and employee creativity, other researchers have found no significant relationship between the two constructs (Newman et al., 2017), as well as with servant leadership (Kesumadiputra & Setyaning, 2023; Newman et al., 2017).

Additionally, another significant factor affecting employee creativity in a business organization is organizational culture. Organizational culture shapes the characteristics of its members. For example, a culture that emphasizes cooperation, sharing, and recognition can motivate employees to be more creative (Zhang et al., 2020). An innovation-oriented culture promoted by a company can also motivate employees to bring forth higher creativity (Mokhlis et al., 2020). Employee creativity can align with the presence of organizational culture and leadership in a company that supports creative tendencies (Rahma, 2020). However, other research has shown that organizational culture has no influence on employee creativity (Koberg & Hood, 1991).

Furthermore, a control-oriented organizational culture negatively moderates the relationship between CEO enthusiasm and team creativity and does not significantly moderate the relationship between creativity and company innovation (Cai et al., 2023).

The explanations above depict inconsistencies in the influences among the main constructs of this research, namely, how prophetic leadership and organizational culture affect employee creativity. This has prompted researchers to delve deeper into the relationships between these constructs. Therefore, this research aims to significantly contribute to empirical literature and support theory by analyzing the influence of prophetic leadership and organizational culture on employee creativity.

Theory and Hypotheses Development
Employee Creativity
Employee creativity is defined as the process used by employees to pursue innovative solutions to the problems faced by the company (Liu, 2018); the level of innovation produced by employees in changing existing work methods (Liu, 2020); the creativity generated by employees in thinking outside the box (Hong, 2021; X. Wang, 2019); a combination of the ability to generate new ideas, implement those ideas, and address the company's challenges (Y. Chen, 2021; Zhou, 2019); and an employee's ability to continuously generate new and valuable ideas and successfully implement them in the work environment (Amabile, 2018). Therefore, based on the opinions of these researchers, employee creativity can be defined as employees' ability to generate and implement creative ideas to create innovations that are beneficial to the organization, whether related to products, services, or processes that enable the achievement of these goals, all of which contribute to the organization's primary objectives.

Several researchers have revealed that there are several factors that influence employee creativity, including: leadership (S. R. Sari et al., 2022; Sultika & Hartijasti, 2017; Wijayanti & Supartha, 2019); creative self-efficacy (Ghorbanian et al., 2020; Sultika & Hartijasti, 2017; Wijayanti & Supartha, 2019); creativity climate (Lee et al., 2020; Sultika & Hartijasti, 2017); organizational culture (Mokhlis et al., 2020; Zhang et al., 2020); and resources (M. N. Sari, 2012).

In addition to mentioning the influencing factors, Sternberg (Han et al., 2015) also mentions several dimensions and indicators of employee creativity, as seen in the table 1.

Tabel 1. Employee Creativity Dimensions and Indicators

Dimensions	Definition	Indicators
Diversity	The ability to solve problems by drawing from various experiences, skills, and perspectives.	1. Career and experience differences. 2. Opportunities to generate unique ideas. 3. Differences in perspectives.
Cohesion	Effective communication and collaboration among organizational members, indicating	4. Mutual respect. 5. Mutual trust.

	the presence of solidarity based on trust values.	6. Interconnectedness for creativity. 7. Collaboration and solidarity. 8. Working together for change.
Autonomy	The perceived freedom of organizational members in making decisions, task performance, or other assessment methods.	9. Freedom in decision-making. 10. Defined task periods. 11. Participation in decision-making.
Leadership	The influence of a leader on organizational activities to achieve desired goals.	12. Encouragement from superiors to create creative ideas. 13. Encouragement from superiors to solve problems. 14. Career development. 15. Efforts by superiors to create a positive environment.

Prophetic Leadership

One of the leadership models introduced by experts in the field of leadership is prophetic leadership, a way of leading and influencing others by referring to prophetic principles and attributes (Aprilia & Munifah, 2022; Arif, 2021; Atiqullah et al., 2021; Dewi et al., 2020); a leadership model based on the Quran and the exemplary qualities of the prophets (Abd Rahman et al., 2022); and the ability to self-regulate and influence others to sincerely achieve goals, as practiced by the prophets (Budiharto & Himam, 2015). Therefore, prophetic leadership is also referred to as Islamic leadership (Zaim et al., 2022), with types including: servant leadership, transformational leadership, ethical leadership, and situational leadership (Abdallah et al., 2019).

Prophet Muhammad serves as the primary reference figure in this leadership model (Ahmed & Amiri, 2019; Dewi et al., 2020), whose leadership role, as described by Beekun & Jamal (Ferryanto & Zaki, 2015), is divided into two parts: servant and guardian. Servant means that a leader is a servant to their followers. Meanwhile, guardian means that the primary role of a leader is to protect all those they lead from tyranny and oppression, enhance their awareness and piety toward Allah, and uphold justice.

Prophetic leadership first emerged as a concept in the 1980s and was described as leadership with a clear and strong vision, a commitment to moral and ethical values, and a focus on social

change (Kouzes & Posner, 2017). Therefore, in addition to being closely related to servant leadership, the study of prophetic leadership falls within the realm of moral leadership (ethical leadership) and cross-cultural leadership (Budiharto, 2011). Prophet Muhammad, as a central figure in the concept of prophetic leadership, is a social leader who developed leadership based on strong morality and ethics, exemplifying various dimensions of noble conduct (El Syam, 2017; Ishak, 2011); a leader with ethics characterized by gentleness, avoidance of harsh words, avoidance of hard-heartedness, forgiveness, seeking forgiveness, giving importance to consultation (Mirela et al., 2021).

The main dimensions of prophetic leadership refer to the special qualities or characteristics possessed by the prophets and messengers, especially Prophet Muhammad (Dewi et al., 2020). These special qualities include *siddiq, amanah, tabligh,* and *fathanah* (Abd Rahman et al., 2022; Aprilia & Munifah, 2022; Budiharto & Himam, 2015; Dewi et al., 2020; Salin et al., 2020). Based on these special characteristics, researchers (Hamdani, 2022; Salin et al., 2020) have attempted to formulate their values and use them as indicators for implementation, especially in the field of modern leadership. Several indicators of prophetic leadership can be seen in the table 2.

Table 2. Prophetic Leadership Dimensions & Indicators

Dimensions	Definition	Indicators
Siddiq	Honest, true, of high integrity, free from errors, acts in accordance with laws and regulations.	1. Honest. 2. Patient. 3. Consistent. 4. Setting a role model. 5. Disliking lying. 6. Not prioritizing personal interest above the organization. 7. Controlling one's desires.
Amanah	Trustworthy, has legitimacy, and is accountable in using wealth/facilities provided.	8. Maintaining honesty, humility, and sincerity in appearance and inner qualities, avoiding lies, envy, arrogance, and hypocrisy. 9. Faithful. 10. Trustworthy. 11. Responsible. 12. Professional. 13. Diligent & Commited.
Tabligh	Always conveys the message of truth, never conceals what must be conveyed, not afraid to eradicate evil, and so on.	14. Conveying. 15. Concealing. 16. Providing information in accordance with the truth. 17. Transparent. 18. Upholding what is right.

		19. Prohibiting what is wrong.
Fathanah	Intelligent, has high intellectual, emotional, and spiritual qualities, as well as professionalism, and is clever at finding a way out of various difficulties.	20. Emotionally intelligent. 21. Spiritualy intelligent. 22. Skillful in concepts. 23. Having inter-relationship intelligence. 24. Possessing technical skills. 25. Intelligent in problem solving.

Organizational Culture

An organization is considered to have a strong organizational culture when the values of organizational culture are held by all members of the organization (Indiyati, 2018; Indiyati et al., 2021). A strong culture that promotes adaptation and change enhances organizational performance by providing energy and motivation to employees, uniting people around common goals and a higher mission, and shaping and guiding behavior so that everyone's actions align with strategic priorities (Daft, 2019). Therefore, organizational culture is considered fundamental, encompassing shared beliefs, core values, and core characteristics that are believed in and implemented by all members of the organization (Indiyati, 2018; Indiyati et al., 2021).

Organizational culture is a shared meaning system adopted by members that distinguishes the organization from others (Robbins & Judge, 2022); a set of values, norms, beliefs that guide, and understandings shared by organizational members and taught to new members as the correct way to think, feel, and behave (Daft, 2019); basic patterns accepted by the organization in acting and problem-solving, shaping employees who can adapt to the environment and uniting organization members (Schein, 2010).

Several researchers have identified various dimensions of organizational culture (Denison & Neale, 2021; Robbins & Judge, 2022). Some of the dimensions and indicators are identified on table 3.

Tabel 3. Organizations Culture Dimensions and Indicators

Dimensions	Definition	Indicators
Empowerment	Individuals have the authority, initiative, and the ability to manage their work, thus creating a sense of ownership and responsibility towards the organization.	1. Being able to manage one's job effectively. 2. Having the opportunity to be involved in decision-making. 3. Having the freedom to use authority in carrying out tasks.
Team orientation	Working cooperatively to achieve common goals, so that each employee feels responsible for one another.	4. Prioritizing teamwork over company hierarchy.

		5. Collaborating with employees from different fields (cross-functional team).
Capability development	The organization continuously invests in developing employees' skills to strengthen competitive advantages and address organizational needs.	6. Competence in problem-solving as an asset to the company. 7. Employee initiatives in work are highly valued. 8. The ability to perform tasks is seen as an improvement in competence.
Core values	Members of the organization share a set of values that create a sense of identity and clear expectations.	9. A strict code of ethics serves as a guide for employee behavior. 10. Firm company values serve as guidelines for employees in their work. 11. Company management is seen as a role model.
Agreement	Members of the organization can reach agreements on critical issues, including the level of consensus and the ability to reconcile differences.	12. There is a clear agreement on the right way to work. 13. Clear and easy conflict resolution efforts are in place among employees.
Coordination and integration	Various functions and units within the organization can collaborate to achieve common goals.	14. Willingness to accept differing opinions among employees from various departments within the company. 15. Employees share common goals, even across different levels. 16. Employees at various levels in the company have the same perspective, despite different job fields.
Creating change	The organization can create ways to adapt to meet changing needs. In this regard, the organization can read the	17. Work is done flexibly to meet company needs.

	business environment, react quickly to current trends, and anticipate future changes.	18. Collaboration with colleagues or other units in making changes. 19. The company is open to new ways of making changes.
Customer focus	The organization understands and responds to customers and anticipates their future needs. This reflects the extent to which the organization is driven by a commitment to satisfy its customers.	20. Being conscious of maintaining good relationships with customers. 21. Considering customer desires or input when making decisions. 22. Using customer desires as a reason for making changes.
Organizational learning	The organization accepts, translates, and interprets signals from the environment into opportunities for innovation, acquiring knowledge, and developing expertise.	23. Freedom to innovate. 24. Opportunities to learn from failures.

The prophetic leadership model, also referred to as Islamic leadership (Zaim et al., 2022), includes types such as servant leadership, transformational leadership, ethical leadership, and situational leadership (Abdallah et al., 2019; Budiharto, 2011; Dewi et al., 2020; Kouzes & Posner, 2017; Mirela et al., 2021). It places Prophet Muhammad as the reference figure in the leadership model (Ahmed & Amiri, 2019) and explains that the leadership role exemplified by the Prophet Muhammad is divided into two parts: servant and guardian (Ferryanto & Zaki, 2015).

Servant leadership, transformational leadership, ethical leadership, and situational leadership, which are part of the prophetic leadership model (Abdallah et al., 2019), have been found to positively influence employee creativity (Aboramadan, 2021; Anser et al., 2021; M. Chen et al., 2022; Hanaysha et al., 2022; Nazir et al., 2022; Tetteh et al., 2023; W. Wang et al., 2022). Although other researchers have concluded that there is no significant relationship between these leadership models, especially for ethical leadership (Newman et al., 2017) and servant leadership (Kesumadiputra & Setyaning, 2023), the number of studies reaching such conclusions is much smaller compared to those showing a positive impact. Therefore, based on this assumption, this study proposes the hypothesis:

H1 : prophetic leadership has a positive effect on employee creativity.

Furthermore, another significant factor positively influencing employee creativity in business organizations is organizational culture. Organizational culture determines the characteristics of its members. For example, a culture that emphasizes cooperation, sharing, and recognition can motivate employees to be more creative (Zhang et al., 2020); a culture of

innovation promoted by a company can also motivate employees to exhibit higher creativity (Mokhlis et al., 2020); and employee creativity can align with the presence of organizational culture and leadership in a company that supports creative traits (Rahma, 2020). Although some researchers have concluded that culture has no impact on employee creativity (Cai et al., 2023; Koberg & Hood, 1991), their number is not proportionate to the research results that conclude a positive impact between the two. Therefore, based on this assumption, this study proposes the hypothesis:

H2 : organizational culture has a positive effect on employee creativity.

Then, referring to hypotheses H1 and H2, this study also proposes the following hypothesis:

H3 : prophetic leadership and organizational culture, together, have a positive effect on employee creativity.

Method
Research Model
This study investigates the influence of prophetic leadership and organizational culture models on employee creativity in an Islamic publishing company located in Bandung, Indonesia. The research method employed is quantitative, with the research model depicted as follows.
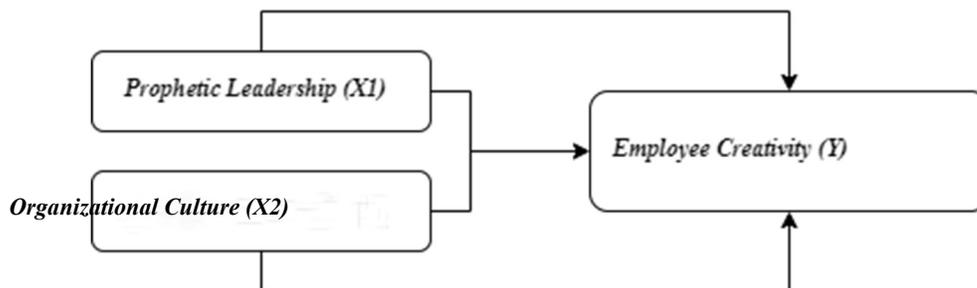

Figure 1. Research Model

Data Sources, Sample, and Research Instrument
The population serving as the data source for this research comprises all employees of the company (407 individuals) who are the subjects of the study and are spread across Indonesia. Their characteristics are detailed based on Gender, Age, Work Unit, Work Location, Tenure, Highest Education Attainment, and Marital Status. The sample on this study using non-probability sampling with the snowball sampling technique, resulting in a total of 245 respondents. Data collection from the respondents was carried out through the distribution and completion of questionnaires.

Data Analysis
The data analysis method used in this research is statistical analysis using Structural Equation Modeling-Partial Least Square (SEM-PLS), a statistical analysis technique that combines Principal Component Analysis (PCA) with multiple regression. The data analysis process itself was conducted using Smart-PLS software version 3.0. This analysis involved two stages: testing the

outer model and the inner model. Table 4 and table 5 describe the criteria for outer model and inner model.

This approach is variance-based and aims to confirm the measurement model and estimate structural relationships to maximize the variance explained in the dependent variables (Hair et al., 2020; Hamid & Anwar, 2019). CB-SEM (Covariance-Based Structural Equation Modeling) is generally used to confirm (or reject) theories, which involve a systematic set of relationships between multiple variables that can be empirically tested.

Table 4. Outer Model Criteria

Validity & Realibility	Parameters	Criteria
Convergent Validity	Outer Loading	> 0.70 for confirmatory research, if the construct validity and reliability values are valid and reliable, indicated by green color for all. Loading factor values are acceptable if they are above 0.5. > 0,60 for explanatory research
	Average Variance Extracted	>50
Discriminant Validity	Cross Loading	>70 for each variabel
	Fornell-Larcker	The square root of AVE > inter-correlation among latent constructs.
Internal Consistency Reliability	Cronbach Alpha (CA)	> 0,70 for *comfirmatory research* > 0,60 for *explanatory research*
	Composite Reliability (CR)	> 0,70 for *comfirmatory research* 0,60-0,70 still acceptable for *explanatory research*

Table 5. Inner Model Criteria

Parameters	Criteria
R Square (Coefficient Diterminance)	0,19 The exogenous influence on the endogenous variable is weak. 0,33 The exogenous influence on the endogenous variable is moderate. 0,67 The exogenous influence on the endogenous variable is strong.
Path Coefficient	Original Sample Values: Positive: Indicates a tendency of a direct relationship between variables. Negative: Indicates a tendency of an inverse relationship between variables.

	T-Statistic Value and P-Value determine the significance of the influence between variables: >1,65 *significance* (10%) >1,96 *significance* (5%) Nilai P-*value* < 0,05
Model Fit	The NFI value is expressed as a percentage: 0,19 weak 0,33 moderate 0,67 strong
Predictive Relevan	Q2 > 0 has good predictive relevance Q2 < 0 has poor predictive relevance

Furthermore, this study also tested hypotheses, which generally describe systematic (non-random) events that can be examined using data (Hair et al., 2020). In PLS-SEM, hypothesis testing is conducted by comparing T-statistics values with T-table and considering the P-value and path coefficient values (Hair et al., 2020). The P-value is used to determine the significance of a hypothesis. If the P-value is less than 0.05, it indicates that the variable does not have a significant effect (Hair et al., 2020). The path coefficient value is used to determine whether a variable has a positive or negative effect (Hair et al., 2020).

Results

The initial stage in conducting structural equation modeling (SEM) is to assess the model fit with the data based on several statistical criteria. This is as shown in the table 6.

Tabel 6. Model Fit Evaluation

Model Fit Statistics	Value	Criteria	Conclusion
Chi-Square Ratio	1.306	< 2	The models fits the data
Robust Comparative Fit Index (CFI)	0.907	> 0.80	The models fits the data
Robust Tucker-Lewis Index (TLI)	0.900	>0.900	The models fits the data
Root Mean Square Error Approximation (RMSE)	0.044	< 0.1	The models fits the data

The analysis results indicate that all criteria support the research model, meaning that the research model effectively describes the phenomenon under study.

Measurement Model Analysis: Validity and Reliability

To test the validity and reliability of the items (attributes) used in this thesis, the author used a confirmatory factor analysis (CFA) approach. Indicators are considered valid if they have factor loadings greater than 0.50. However, if there are indicators with validity less than 0.500, the composite reliability and significance level should be considered. If the composite reliability value

is still greater than 0.60 or the item is significant, then the item can be retained in the analysis. Additionally, it should be noted that whether an indicator is significant or not can be determined by the z-value, which should be greater than 1.645.

Prophetic leadership

Table 7. Measurement Model Analysis of Prophetic Leadership Variable

Dimensions	Symbol	Coefficient Validity	R^2	Variance Erorr	z-value
Siddiq	*X1.A*	0.959	0.920	0.080	
Amanah	*X1.B*	0.997	0.994	0.006	8.516
Tabligh	*X1.C*	0.978	0.956	0.044	10.929
Fathanah	*X1.D*	0.953	0.908	0.092	11.401
Composite Reliability		0.986			
Average Variance Extracted		0.945			

The measurement model analysis for the Prophetic Leadership variable found that all dimensions have validity coefficients greater than 0.50, indicating that all dimensions can be considered valid. Additionally, all dimensions are deemed reliable with composite reliability values exceeding 0.600 and average variance extracted values exceeding 0.500. Therefore, it can be concluded that the dimensions measuring this variable are both valid and reliable.
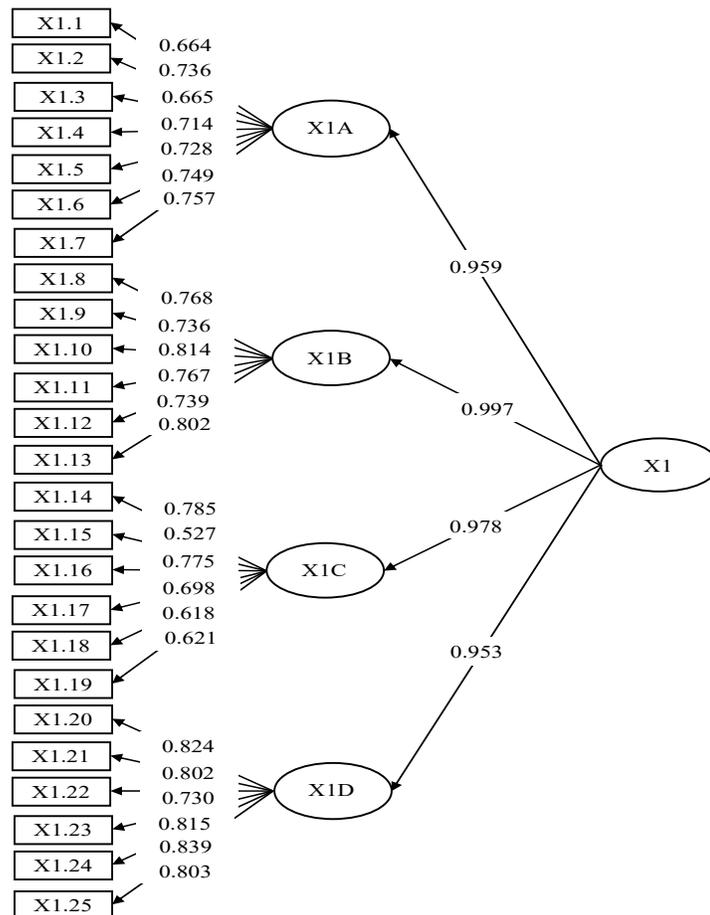
Figure 2. Measurement Model Analysis of Prophetic Leadership Variable

Organization Culture

Table 8. Measurement Model Analysis of Organizational Culture

Dimensions	Symbol	Coefficient Validity	R^2	Variance Erorr	z-value
Empowerment	X2.A	0.904	0.817	0.183	
Team orientation	X2.B	0.732	0.536	0.464	5.626
Capability development	X2.C	0.951	0.904	0.096	6.130
Core values	X2.D	0.907	0.823	0.177	6.606
Agreement	X2.E	0.878	0.771	0.229	6.742
Coordination and integration	X2.F	0.900	0.810	0.190	6.080
Creating change	X2.G	0.809	0.654	0.346	5.194
Customer focus	X2.H	0.639	0.408	0.592	6.748
Organizational learning	X2.I	1.000	1.000	0.000	5.784
Composite Reliability		0.965			
Average Variance Extracted		0.759			

The measurement model analysis for the Organizational Culture variable found that all dimensions have validity coefficients greater than 0.50, indicating that all dimensions can be considered valid. Additionally, all dimensions are deemed reliable with composite reliability values exceeding 0.600 and average variance extracted values exceeding 0.500. Therefore, it can be concluded that the dimensions measuring this variable are both valid and reliable.
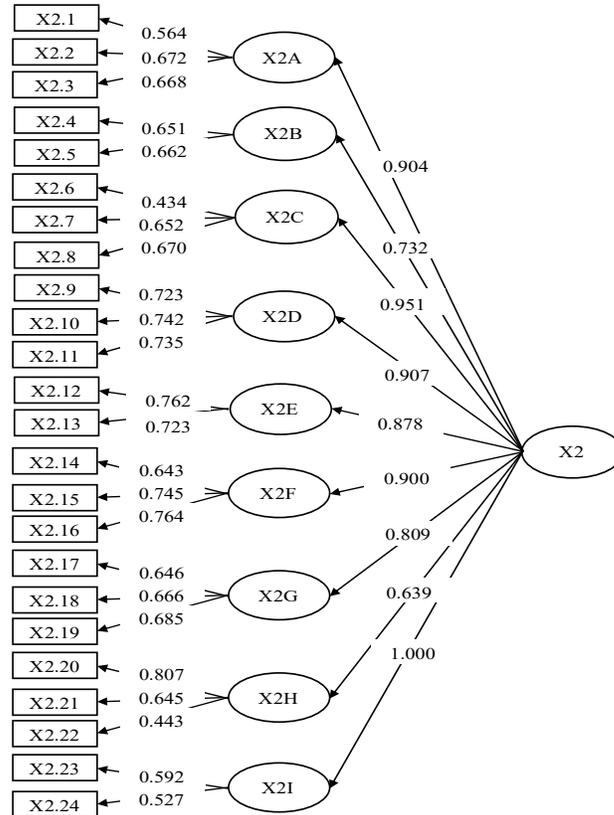
Figure 3. Measurement Model Analysis of Organizational Culture

Employee creativity

Tabel 9. Measurement Model Analysis of Employee Creativity

Dimensions	Symbol	Coefficient Validity	R^2	Variance Erorr	z-value
Diversity	*YA*	0.466	0.217	0.783	
Cohesion	*YB*	0.830	0.689	0.311	4.900
Autonomy	*YC*	0.926	0.857	0.143	3.778
Leadership	*YD*	0.851	0.724	0.276	4.536
Composite Reliability		0.862			
Average Variance Extracted		0.622			

The analysis results found that all dimensions for the Employee Creativity variable have validity coefficients (loading factors) greater than 0.50, except for the diversity dimension. However, the composite reliability, which is already greater than 0.600, indicates that the presence of this indicator can still be retained for further analysis. Composite reliability values greater than 0.600 and average variance extracted values exceeding 0.500 indicate that, besides being valid, all dimensions are also reliable.
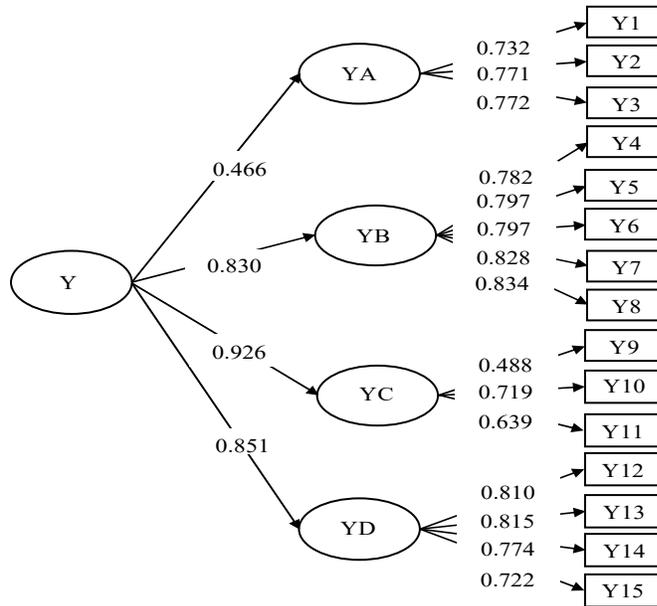
Figure 4. Measurement Model Analysis of Employee Creativity Variable

Structural Model Analysis

After conducting the measurement model analysis, the researcher proceeded to analyze the influence of prophetic leadership and organizational culture on employee creativity. The calculation results are shown in the table 10.

Tabel 10. Testing the Influence of Prophetic Leadership and Organizational Culture on Employee Creativity

Influence	Standardized Coefficient	Standard Error	Z-value	p-value	Conclusion
Prophetc Leadership -> Employee Creativity	-0.093	0.027	-1.990	0.047	Terima H0*
Organizational Culture -> Employee Creativity	0.951	0.157	5.074	0.000	Tolak H0

*) Accept H0 for one-tailed positive test

The Influence of Prophetic Leadership on Employee Creativity

The results of the calculation of the influence of prophetic leadership on employee creativity can be seen in the figure 5.
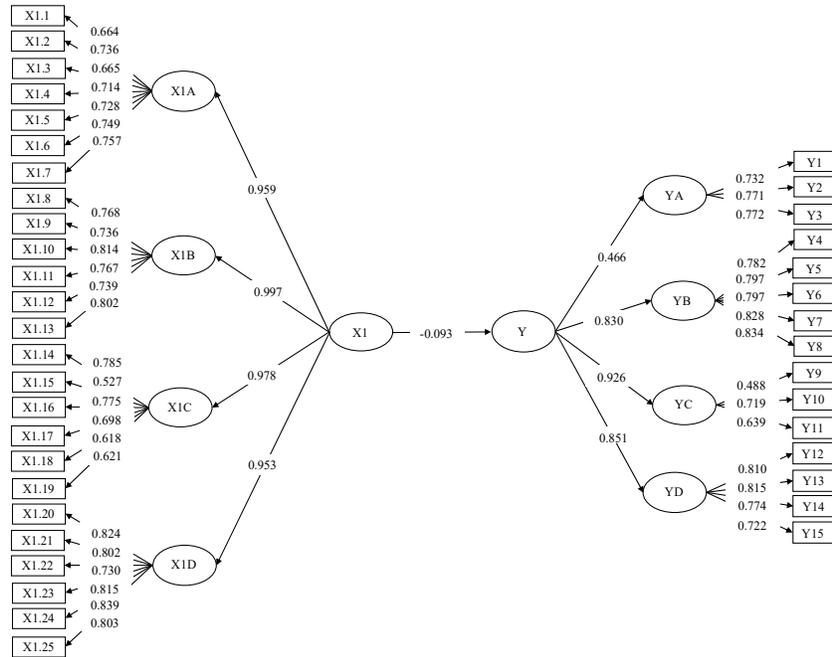
Figure 5. The Influence of Prophetic Leadership on Employee Creativity

The analysis found that the influence of prophetic leadership on employee creativity is very small, close to zero, which is -0.093. This indicates a very weak influence of the prophetic leadership variable on employee creativity.

H0: $\gamma\_11 = 0$ There is no positive influence of prophetic leadership on employee creativity.

H1: $\gamma\_11 > 0$ There is a positive influence of prophetic leadership on employee creativity.

To test this hypothesis, the z-test approach in Table 10 was used, with a calculated z-value of -1.990. This value is smaller than 1.645, which is the z-table value at a 5% significance level for a one-tailed positive test. Based on this result, it can be concluded that there is no positive and significant influence of the prophetic leadership variable on employee creativity.

The Influence of Organizational Culture on Employee Creativity

The results of the calculation of the model's influence of organizational culture on employee creativity can be seen in the figure 6.
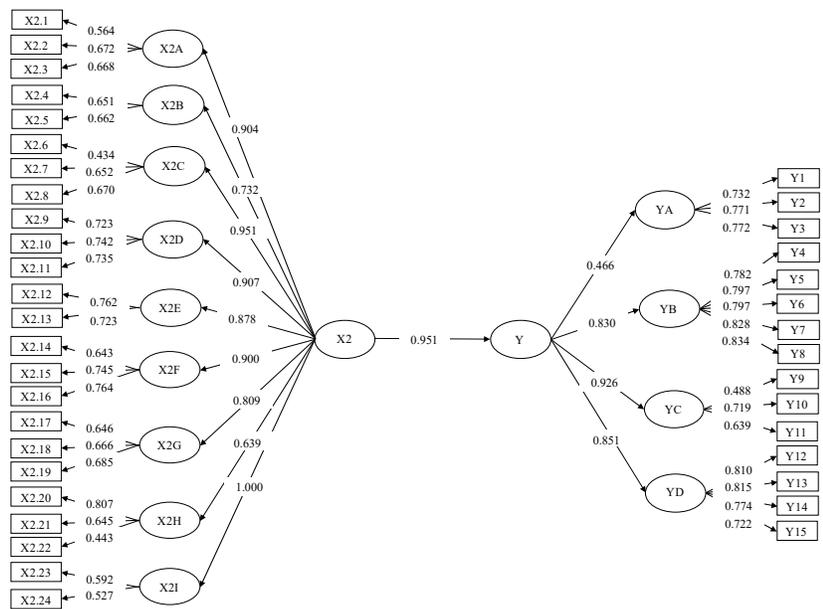
Figure 6. The Influence of Organizational Culture on Employee Creativity

The analysis results reveal that the influence of organizational culture on employee creativity is 0.951. This value indicates a very strong influence of organizational culture on employee creativity, approaching one. To test whether this influence is significant, the researcher conducted the following hypothesis test:

H0: $\gamma\_12 = 0$ There is no positive influence of organizational culture on employee creativity.
H1: $\gamma\_12 > 0$ There is a positive influence of organizational culture on employee creativity.

To test this hypothesis, the researcher used the z-test approach in Table 4.5 with a z-score of 5.074. This value is greater than 1.645, which is the z-table value at a 5% significance level for a one-tailed test. Based on these results, it can be concluded that there is a positive and significant influence of organizational culture on employee creativity.
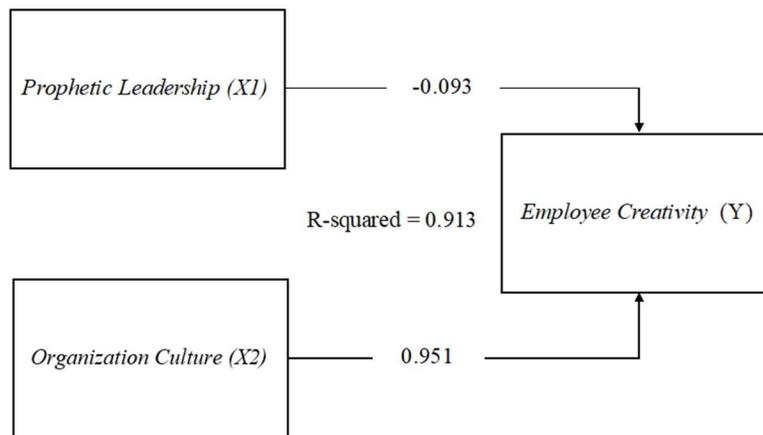

Figure 7. The Influence of Prophetic Leadership and Organizational Culture on Employee Creativity

The analysis results indicate that the prophetic leadership variable has a negative influence on employee creativity, with an influence size of -0.093 standard deviations. Based on the positive hypothesis, these results suggest that there is not enough evidence to support the idea of a significant influence of prophetic leadership on employee creativity.

On the other hand, the analysis of organizational culture shows that the organizational culture variable has a positive and significant influence on employee creativity, with an influence size of 0.951 (p-value 0.000) standard deviations. The influence is close to one, indicating that changes in organizational culture will have a very significant impact on employee creativity.

The calculation of R-squared found a very large value of 0.913, meaning that 91.3% of the variation in the employee creativity variable is explained by the prophetic leadership and organizational culture variables, with organizational culture having the most dominant impact. In this study, the correlation between prophetic leadership and organizational culture was modeled independently to address collinearity issues.

Discussion and Conclusion

Based on the analysis results, it can be concluded that the prophetic leadership variable has a negative influence on employee creativity, although it is close to zero. This means that there is not enough significant evidence to support the idea that prophetic leadership can enhance employee creativity. This conclusion aligns with previous research that also found a non-significant relationship between prophetic leadership and all its subtypes with employee creativity (Kesumadiputra & Setyaning, 2023; Newman et al., 2017).

On the other hand, the organizational culture variable has the most dominant influence, approaching one, on employee creativity. This conclusion is consistent with many previous studies. For example, a culture that emphasizes cooperation, sharing, and recognition can motivate employees to be more creative (Zhang et al., 2020). An innovation culture promoted by a company can also motivate employees to bring higher levels of creativity (Mokhlis et al., 2020). Employee creativity can align with the organizational culture and leadership in a company that can support creative tendencies (Rahma, 2020). The last conclusion above implies that improvements in organizational culture will have a very significant impact on enhancing employee creativity. Therefore, it is recommended for all businesses to make various innovations to improve their organizational culture to boost employee creativity.

References

- Abd Rahman, S. S., Che Senik, Z., Wan Hassan, W. Z., Yaacb, S. E., & Zakaria, Z. (2022). A Thematic Review on Prophetic Leadership: Analysis of Publication Patterns from 2010 Till 2021. *International Journal of Academic Research in Business and Social Sciences*, *12*(3). https://doi.org/10.6007/ijarbss/v12-i3/12330

- Abdallah, A., Çitaku, F., Waldrop, M., Zillioux, D., Preteni Çitaku, L., & Hayat Khan, Y. (2019). A review of Islamic perspectives on leadership. *International Journal of Scientific Research and Management*, *7*(11). https://doi.org/10.18535/ijsrm/v7i11.sh02

- Aboramadan, M. (2021). Servant leadership and followers' creativity: does climate for creativity matter? *Evidence-Based HRM*, *9*(1), 78–94. https://doi.org/10.1108/EBHRM-01-2020-0012

- Ahmed, G., & Amiri, N. Al. (2019). An Analysis of Strategic Leadership Effectiveness of Prophet Muhammad (PBUH) Based on Dave Ulrich Leadership Code. *JOURNAL OF ISLAMIC STUDIES AND CULTURE*, *7*(1). https://doi.org/10.15640/jisc.v7n1a2

- Amabile, T. M. (2018). Creativity and the Labor of Love. In *The Nature of Human Creativity* (pp. 1–15). Cambridge University Press. https://doi.org/10.1017/9781108185936.003

- Amabile, T. M., Schatzel, E. A., Moneta, G. B., & Kramer, S. J. (2004). Leader behaviors and the work environment for creativity: Perceived leader support. *The Leadership Quarterly*, *15*(1). https://doi.org/10.1016/j.leaqua.2003.12.003

- Anser, M. K., Shafique, S., Usman, M., Akhtar, N., & Ali, M. (2021). Spiritual leadership and organizational citizenship behavior for the environment: An intervening and interactional analysis. *Journal of Environmental Planning and Management*, *64*(8), 1496–1514. https://doi.org/10.1080/09640568.2020.1832446

- Aprilia, T. H., & Munifah, M. (2022). Manifestation of Prophetic Leadership Values in Islamic Education. *Tadbir: Jurnal Studi Manajemen Pendidikan*, *6*(2), 273. https://doi.org/10.29240/jsmp.v6i2.4896

- Arif, M. (2021). Prophetic Leadership in Forming the Religious Moderation Values in Islamic Education Institutions. *Cendekia*, *19*(2), 219–235.

- Atiqullah, Hasan, Z., Nurhadi, A., & Wahyudi, K. (2021). *Dimensi Transedensi Prophetic Leadership*. Duta Media Publishing. https://www.google.co.id/books/edition/DIMENSI_TRANSENDENSI_PROPHETIC_LEADERSHI/LuteEAAAQBAJ?hl=en&gbpv=1

- Budiharto, S. (2011). Developing Prophetic Leadership. *Proceeding The International Conference on Recent Development in the Integrating Islam and Knowledge: Social Sciences and Technology*.

- Budiharto, S., & Himam, F. (2015). Konstruk Teoretis dan Pengukuran Kepemimpinan Profetik. *Jurnal Psikologi Fakultas Psikologi Universitas Gadjah Mada*, *33*(2), 133–146.

- Cai, W., Gu, J., & Wu, J. (2023). How CEO passion promotes firm Innovation: The mediating role of Top Management Team (TMT) creativity and the moderating role of

organizational culture. *Current Psychology*. https://doi.org/10.1007/s12144-021-02030-w/Published

- Chen, M., Zada, M., Khan, J., & Saba, N. U. (2022). How Does Servant Leadership Influences Creativity? Enhancing Employee Creativity via Creative Process Engagement and Knowledge Sharing. *Frontiers in Psychology*, *13*. https://doi.org/10.3389/fpsyg.2022.947092

- Chen, Y. (2021). Idea Implementation and Its Effect on Creativity: The Moderating Role of Organizational Learning. *Journal of Business Research*, *121*, 441–452.

- Daft, R. L. (2019). *Organization theory and design* (Tenth Edition). South-Western Cengage Learning.

- Denison, D. R., & Neale, W. S. (2021). *INTRODUCTION TO THE DENISON MODEL*. Denison Consulting LLC.

- Dewi, E. R., Hidayatullah, C., Oktaviantari, D., Raini, M. Y., & Islam, F. A. (2020). Konsep Kepemimpinan Profetik. *Al-Muaddib: Jurnal Ilmu-Ilmu Sosial Dan Keislaman*, *5*(1), 147–159. https://doi.org/10.31604/muaddib.v5i1.147-159

- El Syam, R. S. (2017). Prophetic Leadership: The Leadership Model of Prophet Muhammad in Political Relation of Social – Ummah. *Jurnal Pendidikan Islam*, *6*(2), 371. https://doi.org/10.14421/jpi.2017.62.371-396

- Ferryanto, H., & Zaki, I. (2015). Implementasi Kepemimpinan Islam dalam Proses Inovasi Produk pada Sentra Batik Jetis Sidoarjo. *JESTT*, *2*(3 Maret 2015).

- Fong, P. S. W., Liu, H. Y., & Gunnarsdóttir, S. (2022). In search of mediators of leadership behavior to Team Creativity in Team Start-ups. *Frontiers*.

- Ghorbanian, G., Mokhtari, M., & Gharakhani, M. (2020). The Role of Creative Thinking Habits in Employee Creativity: Evidence from Iran. . . *Journal of Business Research*, *114*, 1–9.

- Gruszka, A., & Tang, M. (2017). The 4P's Creativity Model and its Application in Different Fields. In M. Tang & C. H. Werner (Eds.), *Handbook of the Management of Creativity and Innovation* (pp. 51–71). World Scientific.

- Hair, J. F., Page, M., & Brunsveld, N. (2020). *Essentials of Business Research Methods* (Fourth). Routledge.

- Hamdani. (2022). *Pengaruh Kepemimpinan Profetik dan Social Capital terhadap Religious Engagement Guru Madrasah Aliyah se-Kota Banjarmasin*. Universitas Islam Negeri Antasari Banjarmasin.

- Hamid, R. S., & Anwar, S. M. (2019). *STRUCTURAL EQUATION MODELING (SEM) BERBASIS VARIAN: Konsep Dasar dan Aplikasi dengan Program SmartPLS 3.2.8 dalam Riset Bisnis* (Abiratno, S. Nurdiyanti, & A. D. Raksanagara, Eds.; Cetakan 1). Inkubator Penulis Indonesia. www.institutpenulis.id

- Han, J., Jung, J., & Joo, H. (2015). A Study on Effects of Creativity to Organizational Innovation. *Indian Journal of Science and Technology*, *8*.

- Hanaysha, J. R., Kumar, V. V. A., In'airat, M., & Paramaiah, C. (2022). Direct and indirect effects of servant and ethical leadership styles on employee creativity: mediating role of organizational citizenship behavior. *Arab Gulf Journal of Scientific Research*, *40*(1), 79–98. https://doi.org/10.1108/AGJSR-04-2022-0033

- Hong, J. (2021). Idea Generation and Its Effect on Creativity: The Moderating Role of Organizational Learning. *Journal of Business Research*, *121*, 441–452.

- Indiyati, D. (2018). The role of organisational culture, intellectual capital and competitive advantage in supporting the government policies in education. *International Journal of Economic Policy in Emerging Economies*, 68–82.

- Indiyati, D., Ghina, A., & Romadhona, A. F. (2021). Human Resource Competencies, Organizational Culture, and Employee Performance. In *International Journal of Science and Society* (Vol. 3, Issue 1). http://ijsoc.goacademica.com

- Ishak, S. (2011). MODEL KEPEMIMPINAN ETIKA BERLANDAS SIRAH NABI MUHAMMAD SAW (Ethical Leadership Model Based on Prophet Muhammad PBUH Biography). In *The National University of Malaysia Jurnal Hadhari* (Vol. 3, Issue 2). www.ukm.my/jhadhari

- Kesumadiputra, D. D., & Setyaning, A. N. A. (2023). Pengaruh Servant Leadership dan Ethical Leadership terhadap Kreativitas Tenaga Pendidik FBE UII: Peran Organizational Citizenship Behavior sebagai Mediator. *Indonesian Journal of Economics, Business, Accounting, and Management*, *01*(02).

- Koberg, C. S., & Hood, J. N. (1991). Cultures and creativity within hierarchical organizations. *Journal of Business and Psychology*.

- Kouzes, J. M., & Posner, B. Z. (2017). *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations* (Seventh Edition). Wiley.

- Lee, J., Park, J., & Kim, Y. (2020). The Effect of Organizational Support on Employee Creativity: Evidence from South Korea. *Journal of Business Research*, *113*, 1–9.

- Liu, Y. (2018). The Effect of Organizational Culture on Employee Creativity: Evidence from China's Emerging Economy. *Journal of Business Research*, *88*, 1–9.

- Liu, Y. (2020). The Relationship between Employee Creativity and Organizational Innovation: Evidence from China's Emerging Economy. *Journal of Business Research*, *114*, 1–9.

- Ma, X., & Jiang, W. (2018). Transformational Leadership, Transactional Leadership, and Employee Creativity in Entrepreneurial Firms. *The Journal of Applied Behavioral Science*, *54*(3).

- Mehrotra, P., Arora, A., & Krishnamurthy, S. (2021, November 24). *3 Common Fallacies About Creativity*. Hbr.Org. https://hbr.org/2021/11/3-common-fallacies-about-creativity

- Mirela, T., Arifin, Z., Jamroh, M., & Anwar US, K. (2021). Prophetic Leadership: Examining The Prophetic Leadership Concept of The Prophet Muhammad SAW. *Innovatio: Journal for Religious-Innovation Studies*, *XXI*(No. 1), 62. https://doi.org/10.28918/jei.v3i1.1681

- Mokhlis, S., Mustapha, N., & Hamzah, A. (2020). The Effect of Innovation Policies on Employee Creativity: Evidence from Malaysia. *Journal of Business Research*, *111*, 1–9.

- Nazir, H., Shoukat, M. H., Elgammal, I., & Hussain, S. (2022). Impact of servant leadership on employee life satisfaction through Islamic work ethics in the Islamic banking industry. *Asian Journal of Business Ethics*, *11*(1), 137–157. https://doi.org/10.1007/s13520-022-00144-3

- Newman, A., Schwarz, G., Cooper, B., & Sendjaya, S. (2017). How Servant Leadership Influences Organizational Citizenship Behavior: The Roles of LMX, Empowerment, and Proactive Personality. *Journal of Business Ethics*, *145*(1), 49–62. https://doi.org/10.1007/s10551-015-2827-6

- Ogbeibu, S., Pereira, V., Burgess, J., Gaskin, J., Emelifeonwu, J., Tarba, S. Y., & Arslan, A. (2021). Responsible innovation in organisations – unpacking the effects of leader trustworthiness and organizational culture on employee creativity. *Asia Pacific Journal of Management*. https://doi.org/10.1007/s10490-021-09784-8

- Oldham, G. R., & Cummings, A. (1996). Employee Creativity: Personal and Contextual Factors at Work. *Academy of Management Journal*, *39*(607–634). https://www.jstor.org/stable/256657

- Rahma, S. T. (2020). *PENGARUH BUDAYA ORGANISASI TERHADAP KREATIVITAS KARYAWAN DENGAN KEPEMIMPINAN PEMBERDAYAAN SEBAGAI VARIABEL PEMODERASI (STUDI KASUS: LEMBAGA KEUANGAN SYARIAH DI YOGYAKARTA)* [Universitas Muhammadiyah]. https://etd.umy.ac.id/id/eprint/104/

- Robbins, S. P., & Judge, T. A. (2022). *Organizational Behavior* (15th ed.). Pearson.

- Runco, M. A. (2018). Authentic Creativity: Mechanisms, Definitions, and Empirical Efforts. In *The Nature of Human Creativity* (pp. 246–263). Cambridge University Press. https://doi.org/10.1017/9781108185936.018

- Salin, A. S. A. P., Manan, S. K. A., & Kamaluddin, N. (2020). Ethical framework for directors – learning from the prophet. In *International Journal of Law and Management* (Vol. 62, Issue 2, pp. 171–191). Emerald Group Holdings Ltd. https://doi.org/10.1108/IJLMA-04-2018-0075

- Sari, M. N. (2012). *Pengaruh Gaya Kepemimpinan Transformasional Atasan terhadap Peningkatan Kreativitas Pegawai dengan memberikan Workshop Coaching pada Atasan di Bank XYZ Syariah*. Universitas Indonesia.

- Sari, S. R., Dewi, D. N. A. M., & Digdowiseiso, K. (2022). Kepemimpinan Pemberdayaan Dalam Memfasilitasi Peningkatan Kreativitas Karyawan Di Era 4.0: Peran Efikasi Diri Kreatif Dan Religiosity. *SERAMBI: Jurnal Ekonomi Manajemen Dan Bisnis Islam*, *4*(1), 71–84. https://doi.org/10.36407/serambi.v4i1.607

- Schein, E. H. (2010). *Organizational Culture and Leadership* (Fourth). Jossey-Bass.

- Sultika, B., & Hartijasti, Y. (2017). *FAKTOR-FAKTOR YANG MEMENGARUHI KREATIVITAS DAN ORIENTASI INOVASI DI TEMPAT BEKERJA*. http://jurnal.untirta.ac.id/index.php/JRBM

- Tetteh, S., Dei Mensah, R., Opata, C. N., & Mensah, C. N. (2023). Ethical leadership and employee creativity among engineering employees: evidence from a developing economy. *Benchmarking*. https://doi.org/10.1108/BIJ-05-2021-0266
- Wahani, O. M. (2022). Pengaruh Gaya Kepemimpinan, Budaya Organisasi, dan Kreatifitas Guru terhadap Kinerja Guru di Sekolah Dasar. *Jurnal Ilmiah Pro Guru*, *8*(4).
- Wang, W., Kang, S. W., & Choi, S. B. (2022). Servant Leadership and Creativity: A Study of the Sequential Mediating Roles of Psychological Safety and Employee Well-Being. *Frontiers in Psychology*, *12*. https://doi.org/10.3389/fpsyg.2021.807070
- Wang, X. (2019). The Effect of Knowledge Sharing on Employee Creativity: Evidence from China's Emerging Economy. *Journal of Business Research*, *104*, 1–9.
- Wijayanti, I. A. D., & Supartha, I. W. G. (2019). Pengaruh Kepemimpinan Transformasional Terhadap Kreativitas Karyawan Dimediasi Efikasi Diri Kreatif pada PT Aura Bali Craft. *E-Jurnal Manajemen Unud* , *Vol. 8, No. 3*(1230–1254).
- Wolcott, R. C., & Lippitz, M. J. (2007, October 1). *The Four Models of Corporate Entrepreneurship*. https://sloanreview.mit.edu/article/the-four-models-of-corporate-entrepreneurship/
- Zaim, H., Erzurum, E., Zaim, S., Uluyol, B., & Seçgin, G. (2022). The influence of Islamic leadership on work performance in service industry: an empirical analysis. *International Journal of Ethics and Systems*. https://doi.org/10.1108/IJOES-12-2021-0242
- Zhang, Y., Chen, X., & Li, Y. (2020). The Effect of Organizational Culture on Employee Creativity: Evidence From China. *Journal of Business Research*, *112*, 1–9.
- Zhou, J. (2019). The Role of Leadership in Fostering Employee Creativity: Evidence from China's Emerging Economy. *Journal of Business Research*, *101*, 1–9.