



Antecedents of Employee Creativity in Entertainment Industry Employees

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Abstract. This study investigates how leadership styles and employee characteristics influence creativity within Jakarta's entertainment industry, a sector that thrives on innovation. The researchers surveyed 261 employees using a targeted sampling method to ensure the participants were relevant to the industry. To guarantee the validity and reliability of their findings, the researchers assessed the quality of the survey instrument. They then employed a statistical model, known as Structural Equation Modeling (SEM), to test their hypotheses. The results revealed a positive and significant relationship between servant leadership, transformational leadership, and both employee creativity and organizational citizenship behavior (OCB). In other words, when leaders demonstrate characteristics of servant leadership (putting employees first) and transformational leadership (inspiring and motivating employees), employees are more likely to exhibit positive behaviors that benefit the organization and foster their own creative thinking. This highlights the crucial role leadership plays in nurturing creativity within the competitive entertainment industry. By prioritizing these leadership styles, companies can empower their employees to innovate and contribute to the industry's success.

Keywords: Servant Leadership, Transformational Leadership, Organizational Citizenship Behavior, Employee Creativity.

1 Introduction

The entertainment industry pulsates with vibrant competition, where capturing audience attention hinges on a steady flow of fresh ideas. Forging compelling content – be it gripping television shows, captivating films, or innovative online experiences – necessitates a relentless pursuit of creativity and innovation. This spark doesn't magically appear; it ignites from within the ranks of talented employees and marketing teams who translate ideas into reality across diverse platforms, from traditional television to the cutting edge of technological media. Encompassing a diverse spectrum – film, music publishing, radio, internet ventures, advertising, and more – the entertainment industry thrives at the intersection of creativity, technological advancements, and ever-shifting

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consumer demands [1]. This dynamic interplay fuels intense competition, pushing companies to constantly seek strategies to unlock the innovative potential within their workforce. Understanding the factors that stifle or nurture employee creativity becomes a critical differentiator. Companies that cultivate a culture that embraces fresh perspectives and fosters groundbreaking ideas will be the ones who not only survive but thrive in this ever-evolving landscape [2]. Leadership style has been identified as one of the variables that play an essential role in influencing innovation and employee creativity behavior [3]. A leader's behavior has been recognized in previous research as the essential factor in shaping the organizational environment because a leader's style in supervising his employees has an essential impact on the attitudes and behavior of his employees, either directly or indirectly [4]. Previous research also supports this, which reports that Employee Creativity can be influenced by Servant Leadership [5]; [6]; [7]. Servant Leadership is a leadership style that emphasizes the role of a leader in helping his subordinates and trying to support his employees in achieving their full potential [8]. This tends to be positively associated with Employee Creativity behavior [6]. However, other studies report different findings [9]. These inconsistent results attracted researchers' attention to examine the relationship between Servant Leadership and Employee Creativity. Therefore, it is essential to determine through which approaches and through which boundary settings leadership is related to Employee Creativity. Transformational Leadership has been proven to be well-related to Employee Creativity in previous research. Transformational Leadership requires actions that inspire people to reconsider how employees do their work and encourage employees to try new ways [10]. Transformational Leadership includes motivating employees to be passionate about their work and accept challenges to try new ways to achieve company goals [11]; [12]. Prior research has identified transformational leadership as a key factor in unlocking employee creativity. This leadership style goes beyond simply managing tasks; it inspires and motivates employees to think critically about their work and challenge the status quo. Leaders who embody these principles create an environment where experimentation and exploration are encouraged [13]. This fosters a culture of innovation within the organization, leading to a steady stream of fresh ideas that can ultimately improve efficiency and propel the company forward [14]. Furthermore, Transformational Leadership helps employees to develop a creative self-concept [15]. This condition makes employees more confident in trying new techniques and generating unique ideas. Although there is much research on Transformational Leadership and Employee Creativity, previous research has produced mixed results, with some reporting that Transformational Leadership negatively influences Employee Creativity [16]; [17]. Some state a significant positive relationship between the two variables, and others conclude that there is no relationship [14]. While some previous research studied certain mediating variables between Servant Leadership and Transformational Leadership and Employee Creativity [10], the underlying psychological mechanisms linking Servant Leadership and Transformational Leadership with Employee Creativity have not been well explored. Previous research viewed Organizational Citizenship Behavior as a significant mediator between certain leadership styles and employee performance. However, there is insufficient empirical evidence in the existing literature to show

whether Organizational Citizenship Behavior mediates the influence between leadership style and Employee Creativity. Consequently, this research aims to see whether Organizational Citizenship Behavior mediates the relationship between leadership style and Employee Creativity. There is increasing evidence in the literature that leaders play an essential role in encouraging Organizational Citizenship Behavior among employees [18]. On the other hand, the impact of leadership on Organizational Citizenship Behavior can be determined by employee perceptions. Furthermore, previous research shows that Organizational Citizenship Behavior is particularly important for developing Employee Creativity and creative work behavior, and a large amount of relevant literature shows that Organizational Citizenship Behavior has a beneficial influence on Employee Creativity [7]; [19]. The activities and behavior of employees given more tasks can be used to calculate Organizational Citizenship Behavior, so this behavior is often the result of solid work relationships [11]. Despite its importance, only a few studies investigate and confirm whether Organizational Citizenship Behavior has a mediating impact on the relationship between leadership style and Employee Creativity, especially in the entertainment industry sector.

2 Method

2.1 Theoretical Framework and Hypotheses Formulation

According to research by [8], a leader with the servant leadership style has solid conceptual skills, integrity, and care for his employees. Apart from that, leaders with this leadership style also actively encourage their employees to put other people's needs above personal needs. Apart from that, according to [20], servant leadership encourages employees to be more active and precise in obtaining good work results, which can exceed minimum target standards and expected results. This leadership style accustoms employees to obtain equal dignity and participation in management decision-making. Servant leadership is defined as the behavior of a leader who provides services or assistance to his employees to fully utilize their potential, which can ultimately encourage employees to achieve optimal success in their careers [21]. [22] identified six characteristics of Servant Leadership: Egalitarianism, which means rejecting the notion that superiors in a company basically have more or better advantages than other company members. Moral integrity describes the benchmark for the integrity of superiors who implement Servant Leadership, and play an essential role in maintaining executive legitimacy. Servant Leadership acts by showing from his behavior that he respects other people and is committed to monitoring their positive personal development. Empathy emphasizes Servant Leadership to listen more and understand the emotions and needs of his employees. Humility refers to the ability of Servant Leadership to realize or understand and appreciate the contribution made by its employees both toward company goals and their personal development and create value for the community where a servant leadership person sees and cares about the employees in his company and the environment around his company. According to [23], transformational Leadership is a leader behavior that motivates followers to achieve goals and inspires followers to do more than expected. Transformational Leadership is also defined as the emphasis of a

leader who focuses on development and welfare and aims to stimulate his followers' potential to exceed the organization's expectations [24]. Transformational Leadership is a leader's behavior that encourages employees through motivation that focuses on development and welfare [25]. Transformational Leadership has four dimensions [26], namely: Charisma, which clarifies the vision and mission to gain more respect and trust; Inspiration, which is discussing your possible goals and briefly articulating what those goals mean; Intellectual stimulation, which develops intelligence, rationality, and attention when solving problems; and Individualized consideration is where leaders provide personal attention, training, and advice.

According to [27], Organizational Citizenship Behavior is also defined as individual behavior that has the freedom to make decisions and is carried out on initiative, indirectly or explicitly recognized by a formal reward system, and overall promotes effective organizational functioning. Then, according to [28], Organizational Citizenship Behavior is a behavior that will not be directly or explicitly known from the formal reward system and overall functions to encourage the organization effectively. [29] explain that there are five aspects of Organizational Citizenship Behavior, namely: Altruism, which shows the character of a person who prioritizes the interests of others above his interests; Conscientiousness as a result, employees are empowered to exceed the goals given to them by the company. However, only if this is done voluntarily and secretly. Additionally, compliance with business processes reinforces high levels of compliance; Sportsmanship is a behavioral tolerance recognized for promoting a positive atmosphere among employees, even when conditions are less than ideal. It is a workplace where employees can work together as a team. Even with high ability, individual employee attitudes lead to attention to detail, low satisfaction, and poor adaptability to working conditions; Courtesy is employee behavior and attitudes that maintain good relationships with coworkers and avoid interpersonal problems. Employees with this dimension respect and care for others, and Civic Virtue is employee behavior in supporting organizational functions, which can be used as an indicator of accountability for the organization. It tracks organizational changes; this aspect relates to the sense of responsibility imposed.

According to [30], Employee Creativity generates new ideas to improve performance and increase effectiveness and efficiency. Creativity is creative thinking, expertise, and skills based on the employee's experience and qualifications. Employee Creativity is also defined as the creative behavior possessed by a worker in developing new solutions to improve the quality of a company's products or services [31]. Then, according to [32], employee creativity is the behavior of individuals who create new products, ideas, processes, and documents valid for innovation. According to [33], there are three dimensions regarding Employee Creativity domain relevant skills creativity includes knowledge, expertise, technical skills, intelligence, and talent. These aspects influence employee performance in certain areas. Skills relevant to creativity include a person's cognitive style in dealing with complexity at work and creativity-relevant processes. Processes related to creativity include cognitive styles and personality traits that promote independence, risk-taking, new perspectives on problems, disciplined work styles, and idea-generation skills. This cognitive process includes broad and flexible categories to synthesize information and Task Motivation. Task motivation is engaging

in activities because of interest, enjoyment, or personal challenge. Employees are expected to be motivated to carry out tasks, solve problems with their interest and enjoyment, or have challenges completing tasks.

Servant Leadership is based on the premise that to bring out the best in employees, leaders must rely on face-to-face communication to understand their employees' skills, needs, aspirations, goals, and potential research conducted by [34] proves that Servant Leadership has a positive influence on Organizational Citizenship Behavior. Effective Servant Leadership can promote an authentic culture of justice, commitment to service, and serving its employees, influencing team effectiveness and performance. It can also be seen that Organizational Citizenship Behavior is an enactment or demonstration of the role of employees who behave extra and are directed to benefit the organization but are not recognized by the specified reward system. The condition is because such behavior is often internally inspired by supporting the employee's intrinsic need for achievement, competence, belonging, or affiliation within the organization. [35] also supports this, emphasizing that employees often feel responsible or obliged to demonstrate organizational citizenship behavior in return for the humanitarian care they receive or see what their leaders do. Thus, when servant leaders express concern for the growth and development of their subordinates, these leaders become admirable and seen as people of integrity, thus making their employees feel psychologically obliged to reciprocate through organizational citizenship behavior, is supported by research by [36], proving that Servant Leadership positively influences Organizational Citizenship Behavior. Apart from that, research conducted by [37] proved the same results: Servant leadership positively influences organizational citizenship behavior. Then, research by [38] showed that Servant Leadership significantly influenced Organizational Citizenship Behavior. Adjusted to this explanation, the hypothesis that will be proposed is:

H1: Servant Leadership has a positive effect on Organizational Citizenship Behavior.

Transformational Leadership is a leader who invites followers beyond direct personal interests through ideal influence, inspiration, intellectual stimulation, or individual consideration. [39] argue that idealized influence is the charismatic element of Leadership that focuses on values, beliefs, and mission. The motivation component helps a leader inspire followers by acting as a role model for individual achievement and organizational goals. In this case, leaders do this by understanding a vision that can inspire their followers. It is known that leaders do this by taking risks, challenging assumptions, and seeking ideas from followers. Ultimately, leaders consider their followers not only as group members but also as different individuals by providing individual attention to their organization's needs and caring for their followers' personal development, which can ultimately influence Organizational Citizenship Behavior. This is also supported by research conducted by [40], proving that Transformational Leadership positively influences Organizational Citizenship Behavior. Apart from that, research conducted by [41] proved the same thing: Transformational Leadership has a positive influence on organizational citizenship behavior. Then, in other research conducted by [42], it was proven that Transformational Leadership positively influences Organizational Citizenship Behavior. Adjusted to this explanation, the hypothesis that will be proposed is:

H2: Transformational Leadership has a positive effect on Organizational Citizenship Behavior.

Organizational Citizenship Behavior arises from someone who is given the freedom to make decisions outside of their duties, which, of course, aims to help encourage their organization effectively without asking for recognition to get awards. Research conducted by [43] stated that organizational citizenship behavior positively influences employee creativity. Organizational Citizenship Behavior can improve performance in organizations by increasing the productivity of coworkers and supervisors, encouraging collaboration across work groups, and enabling companies to respond to ongoing change. Participating in Organizational Citizenship Behavior activities is also believed to increase employee strength, leading to asset growth and better welfare. [44] prove that Organizational Citizenship Behavior positively influences Employee Creativity. Apart from that, research conducted by [45] showed the same results that Organizational Citizenship Behavior has a positive influence on Employee Creativity. Adjusted to this explanation, the hypothesis that will be proposed is:

H3: Organizational Citizenship Behavior has a positive effect on Employee Creativity.

Research conducted by [46] in its research results stated that Servant Leadership positively influences Employee Creativity. Servant Leadership tends to include employees' opinions in the decision-making process, which aims to increase employee morale by constantly collaborating and sharing with others to gain experience. Servant Leadership is believed to be able to provide more support to its employees in terms of self-confidence to start working more creatively and innovatively and ignoring the risk of failure. This is also supported by [47], who argue that Servant Leadership can build closer and more personal relationships with employees. Research conducted by [48] proves that Servant Leadership positively influences Employee Creativity. Then, research conducted by [49] also proved that Servant Leadership positively influences Employee Creativity. Adjusted to this explanation, the hypothesis that will be proposed is:

H4: Servant Leadership has a positive effect on Employee Creativity.

Transformational Leadership is a leadership style that prioritizes a modern approach in dealing with changes that occur and focuses more on the needs of its followers to create prosperity within the organization, which ultimately stimulates its followers to perform at their best for the organization. Research conducted by [50] stated that transformational Leadership positively influences employee creativity. Transformational Leadership inspires their followers to try new ways of getting work done, encouraging workplace creativity. Transformational Leadership motivates employees to learn and look for new, innovative methods to complete their tasks. Research by [17] proves that transformational Leadership positively influences employee creativity. Employee creativity significantly impacts organizational performance when transformative Leadership is implemented. Encourage or support transformational Leadership that increases Employee Creativity at a high level. Other research by [51] mentions that Transformational Leadership positively influences Employee Creativity. Adjusted to this explanation, the hypothesis that will be proposed is:

H5: Transformational Leadership has a positive effect on Employee Creativity.

Research by [3] found that organizational citizenship behavior plays a role as a mediator between the influence of servant Leadership and employee creativity. Servant Leadership, which contributes to involving employees in the decision-making process, providing motivation, and creating a good environment between leaders and employees, can increase Employee Creativity. Research conducted by [44] found a positive influence between servant Leadership and organizational citizenship behavior. Research by [45] also found a positive influence between Organizational Citizenship Behavior and Employee Creativity. So, the hypothesis proposed:

H6: Servant Leadership influences Employee Creativity, which Organizational Citizenship Behavior mediates.

Research by [11] found that organizational citizenship behavior plays a role as a mediator between the influence of transformational Leadership and employee creativity. Transformational Leadership can inspire subordinates to go beyond their work obligations, and leaders focus more on the needs of their followers to create prosperity within the organization, which can increase Employee Creativity, which ultimately produces the best results for the organization. Research by [24] found a positive influence between transformational Leadership and organizational citizenship behavior. Then, in research conducted by [52], it was found that there was a positive influence between Organizational Citizenship Behavior and Employee Creativity. So, the hypothesis proposed:

H7: Transformational Leadership influences Employee Creativity, which Organizational Citizenship Behavior mediates.

2.2 Research Design

This research method is hypothesis testing, namely testing the relationship between variables, especially whether there are differences between two or more groups in their relationship [53]. Data collection in this research used primary data with survey research by distributing questionnaires using a Google Form link as a data collection tool. The time horizon of this research uses cross-sectional data because the data is collected simultaneously over a specific period. The unit of analysis used in this research is the individual, where the objects studied are Marketing and Social Media employees who work in the entertainment industry. A total of 261 samples were used using the purposive sampling method with theory of [54]. Servant Leadership was measured using a questionnaire developed from research by [3], which contained 12 statement items; Transformational Leadership was measured using a questionnaire developed from research by [11], which contained 12 statement items; Organizational Citizenship Behavior and employee Creativity was measured using a questionnaire developed from research by [3] which contains 4 statement items. In the validity test, the factor loading value of all statement items is ≥ 0.45 , so it is declared valid. For the reliability test, the results show that the instruments for all variables have a Cronbach's Alpha value ≥ 0.60 , which means that all instruments used in the research variables are reliable. The next step is to carry out a goodness of fit test to determine whether the model proposed in the research can represent the actual situation and whether it can be considered worthy of further testing. The 10 model fit criteria results contained nine good and one poor fit

criterion. It can be concluded that overall, the model used in this research shows good model fit and is methodologically acceptable. The structural equation model (SEM) of this study is explained as follows in Fig. 1.

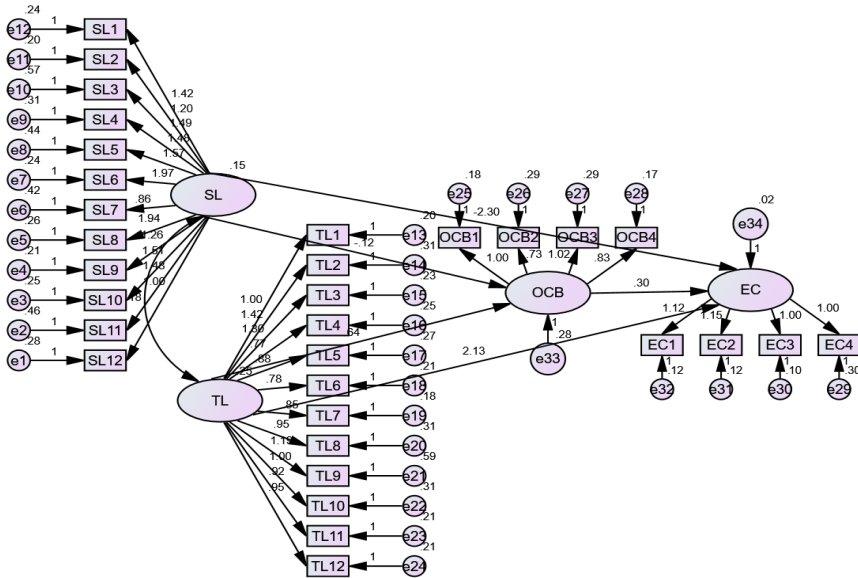


Fig. 1. Structural Equation Model

3 Result and Discussion

3.1 Result

The data shows that employees working in the entertainment industry are more male than female at 74.71%; single employees, totaling 195 people with a percentage of 65.90%, are dominated by employees whose average age is 20-29 years. Totaling 145 employees with a percentage of 55.56%, many respondents were employees with the employee's last education being a bachelor's degree as many as 201 (77.01%), and most respondents in this study had a working period of 1-4 years as many as 113 employees with a percentage of 43.30%.

From the results of descriptive statistical processing for the Servant Leadership variable, it is known that the average value is 4.25. It shows that entertainment industry employees feel their leaders have a Servant Leadership style. It can be seen from the habits of leaders in the companies where employees work, emphasizing the importance of assisting others. Apart from that, leaders familiarize their employees with being involved in decision-making in the company. For the Organizational Citizenship Behavior variable, it is known that the average value is 4.44. Entertainment industry employees are loyal by contributing beyond work demands and always assisting new employ-

ees even though company leaders do not require this. In descriptive statistics for Transformational Leadership, the average value is 4.38. It shows that Rans Entertainment employees feel their leader has a transformational style. It can be seen from the fact that leaders in the entertainment industry value their employees. Ultimately, employees feel comfortable continuing to work at their company, providing maximum performance. Apart from that, leaders in entertainment companies treat their employees as individuals and not as members of a group, where each employee can provide input or opinions in resolving problems that occur in the company and are not differentiated based on their position. For employee creativity, the average value is 4.56. It shows that entertainment industry employees feel they have high creativity. It can be seen from employee involvement in providing suggestions or new ways of completing work tasks; employees also provide suggestions for creative solutions to solve problems in the workplace.

3.2 Discussion

Table 1. Hypotheses Testing Results

| Hypotheses | β | p-value | Conclusion |
|--|---------|---------|------------|
| Servant Leadership to Organizational Citizenship Behavior | 2.322 | 0.006 | Supported |
| Transformational Leadership to Organizational Citizenship Behavior | 3.242 | 0.026 | Supported |
| Organizational Citizenship Behavior to Employee Creativity | 2.304 | 0.000 | Supported |
| Servant Leadership to Employee Creativity | 4.443 | 0.000 | Supported |
| Transformational Leadership to Employee Creativity | 3.132 | 0.000 | Supported |
| Servant Leadership to Employee Creativity Mediated by Organizational Citizenship Behavior | 2.224 | 0.020 | Supported |
| Transformational Leadership to Employee Creativity mediated by Organizational Citizenship Behavior | 1.058 | 0.012 | Supported |

Source: Data Processing (AMOS)

Based on Table 1, the results show that all hypotheses are supported because the p-value is smaller than 0.05. The results of testing the first hypothesis in this research conducted in the entertainment industry show that Servant Leadership positively affects Organizational Citizenship Behavior in the company. It shows that the leaders create a good work environment with employees in all positions so that employees feel respected and appreciated. Apart from that, when leaders show empathy, care about their employees, and act in the best interests of their employees, their employees will minimize their burden and motivate themselves to express service quality in Organizational Citizenship Behavior. So, having Servant Leadership in a company that changes the work environment of its employees can strengthen workers' motivation, capacity, or opportunity to demonstrate Organizational Citizenship Behavior in the company. This result is supported by previous research conducted by [34], which stated that Servant Leadership positively influences Organizational Citizenship Behavior, which means

that the behavior provided by Servant Leadership in a company can influence Organizational Citizenship Behavior in employees. As employees provide maximum performance for the company and are given the opportunity by their leaders to participate in decision-making, employees feel valued and comfortable with their work environment. Employees are ready to give more time if given more work than usual. The results of this research are also supported by research conducted by [36], which suggests similar results that Servant Leadership positively influences Organizational Citizenship Behavior. Then, research by [37] and [21] also showed the same results. So, it can be concluded that good Servant Leadership in a company can influence the increase in Organizational Citizenship Behavior in employees.

The results of testing the second hypothesis in this research show that Transformational Leadership positively influences Organizational Citizenship Behavior in companies. Leaders in the entertainment industry have a transformational leadership style, which can inspire employees to go beyond their work obligations. So that employees can increase their efforts in daily tasks to exceed job duties and display higher Organizational Citizenship Behavior in the workplace. In addition, when Transformational Leadership leads employees, they tend to identify strongly with their leader and feel compelled to contribute above and beyond their leader's expectations. This result is supported by previous research conducted by [40], [41], and [42] which stated that Transformational Leadership positively influences Organizational Citizenship Behavior. Leaders who pay attention to the condition of each employee make their employees feel comfortable and appreciated as employees in the company where the employees work.

The third hypothesis in this research shows that Organizational Citizenship Behavior positively influences Employee Creativity in the company. When employees from the entertainment industry feel comfortable in their workplace, it will increase employee morale. So, when given more work, employees will accept it and complete it more quickly even though it will take more work time. That way, employees will create creative ideas to minimize the work assigned for the company's benefit. Employees must regularly help each other and share their expertise with colleagues, which must be related to creativity. The results are supported by previous research conducted by [43], [44], and [55], where the results of their research show that Organizational Citizenship Behavior has a positive influence on Employees Creativity. Every employee feels that when they often do more than the work they receive, they need creative ideas to minimize their work so that it can be completed quickly. Apart from that, the availability of employees to work beyond what the company usually provides makes employees feel that to improve their performance, employees must increase their creativity. So, if employee Organizational Citizenship Behavior increases, Employee Creativity will also increase.

The results of testing the fourth hypothesis show that Servant Leadership positively influences Employee Creativity in the company. The behavior of leaders in entertainment companies who care about their employees will undoubtedly encourage the contributions made by their employees, like a sense of enthusiasm in providing creative ideas in dealing with or resolving problems in the company so that the company's goals

or mission can be realized according to plan. It can also be seen when employees usually respond to things in the company as their leaders communicate with them, which means that if a leader treats his employees fairly, helps them when they need it, shows concern, and supports them, the employees will respond positively. As a result, employees are more motivated to take on additional responsibilities by bringing their creativity to the table. The previous research that supported are conducted by [46], [47], [48], and [56], where the results of their research state that Servant Leadership has a positive influence on Employee Creativity, which means that when leaders create a work environment by prioritizing what their employees need before themselves, then employees will feel more appreciated by their leaders. So, employees feel that providing creative ideas is a task they must do voluntarily.

The results of testing the fifth hypothesis in this research conducted at entertainment industry show that Transformational Leadership positively influences Employee Creativity in the company. The behavior of leaders is undoubtedly needed to increase employee morale. Apart from that, the role of a leader can undoubtedly influence an employee's commitment to providing the best performance results, such as providing creative ideas for the company in solving problems that occur, where Transformational Leadership prioritizes developing the full potential of its employees such as the needs of employees and higher motivation for its employees. It can motivate employees to work together, change their views, and prioritize organizational goals above personal interests. Apart from that, the actions provided by transformational leadership are the main drivers of individual creativity. When leaders offer personalized attention to their employees, employees will show support and empathy for the company's problems and provide new ideas for them. This result is supported by previous research conducted by [50], [17], and [51] where their research states that Transformational Leadership has a positive influence on Employee Creativity, which means that when the role of Transformational Leadership in a company increases, it will undoubtedly affect Employee Creativity. It will happen when leaders in a company do not think about themselves for the good of all their employees. So that employees feel that what their leaders do is for the common good. Employees are encouraged to carry out their duties according to the company's vision and mission by providing creative ideas to benefit the company where they work.

Good servant leadership in a company can increase employee creativity. Apart from that, with high Organizational Citizenship Behavior, Employee Creativity will also increase, which means that Organizational Citizenship Behavior influences a mediator between Servant Leadership and Employee Creativity. This result can be seen from leaders in the entertainment industry who prioritize employees' personal development so that employees feel they are a priority for the company by providing creative ideas and not rejecting or objecting to the work they are given. Employees feel that with the tasks given, they must be more responsive in completing them by expressing more creative ideas than the employees had previously provided. Previous research that supports the results of this test was conducted by [3]; [57]; [57]; and [45], who stated that Servant Leadership has a positive influence on Employee Creativity through Organizational Citizenship Behavior. When a leader prioritizes the interests of his employees over his interests, the employees feel more appreciated. When employees are given more work,

the employee does not feel that it is a burden for him. However, employees are even more enthusiastic about carrying out the tasks given to them until they must work beyond their working time or hours. By being given this task, employees will undoubtedly express their creative ideas to minimize their work so that it can be completed quickly and produce the results the company desires. So, it can be concluded that when the role of Servant Leadership increases, Employee Creativity increases. When Servant Leadership increases, Organizational Citizenship Behavior also increases so that employees will provide more creative ideas to minimize the work assigned, aiming to realize company goals or company interests.

The results of the final hypothesis testing in this research show that good Transformational Leadership in a company can increase Employee Creativity. Apart from that, with high Organizational Citizenship Behavior, Employee Creativity will also increase, which means that Organizational Citizenship Behavior influences a mediator between Transformational Leadership and Employee Creativity. It happens because employees in the entertainment industry feel a good role regarding Transformational Leadership in the company, influencing employee performance, which influences Employee Creativity. Leaders in companies create good working relationships to achieve company goals and motivate their employees to come up with creative ideas to solve problems that occur so that employees participate in providing creative solutions to improve performance in the company. Previous research with the same results was conducted by [11]; [58] and [52], which revealed that Transformational Leadership has a positive influence on Employee Creativity through Organizational Citizenship Behavior, transformational Leadership has a positive influence on Employee Creativity through Organizational Citizenship Behavior. Revealed that Transformational Leadership positively influences Employee Creativity through Organizational Citizenship Behavior. So, it can be concluded that an excellent Transformational Leadership role in the company will undoubtedly have a good impact on employee performance where employees will be willing to be given greater responsibility in their work and will certainly contribute to looking for creative ideas aimed at minimizing performance or problems that occur in the company.

4 Conclusions

From the results of the analysis, a significant value was obtained between Servant Leadership and Organizational Citizenship Behavior, which means that Servant Leadership has a positive effect on Organizational Citizenship Behavior. This result shows that the role of a leader who prioritizes the interests of his employees over personal interests makes employees feel more appreciated, so Organizational Citizenship Behavior in employees increases. The significant value between transformational leadership and organizational citizenship behavior is obtained, which means that transformational leadership positively affects organizational citizenship behavior. It means that the leaders in the Entertainment Industry have an excellent transformational leadership style, such as emphasizing the importance of a mission in a workgroup. The analysis results obtained a significant value between Organizational Citizenship Behavior and Employee

Creativity. It means Organizational Citizenship Behavior has a positive effect on Employee Creativity. This condition shows that when entertainment industry employees are given work beyond their working hours, they must create creative ideas to minimize their work or problems in the company. The analysis results obtained a significant value between Servant Leadership and Employee Creativity. It means that Servant Leadership has a positive effect on Employee Creativity and shows that when leaders in a company create a comfortable work environment for the company's benefit, employees will be more comfortable while working, increasing employee creativity. The significant value between transformational leadership and employee creativity is obtained, meaning Transformational Leadership has a positive effect on Employee Creativity. It shows that a leader in the entertainment industry is good towards his employees, such as helping them develop their professional strengths. So, what the leader provides makes employees feel that providing creative ideas is necessary. From the analysis results, a significant value was obtained where servant leadership positively affected employee creativity, which was mediated by organizational citizenship behavior. This condition shows that when a leader prioritizes his employees' interests over his own, employees feel more appreciated. So, when employees are given more work, the employee does not feel that it is a burden for him. Employees are even more enthusiastic about carrying out tasks by creating creative ideas to minimize their work. From the analysis results, a significant value was obtained where transformational leadership positively affected employee creativity, which was mediated by organizational citizenship behavior. It shows that when leaders in a company create a comfortable environment, employee creativity in the company will increase. Apart from the role of a good leader, Organizational Citizenship Behavior can also influence increasing Employee Creativity, where employees often share their opinions to improve performance results in their company

Future research can include using other businesses in other sectors to get more varied results. Other researchers can add other variables that can influence Employee Creativity, such as Trust in Leaders and Knowledge Sharing [31].

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