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IRJEMS International Research Journal of Economics and Management Studies Published by Eternal Scientific Publications ISSN: 2583 – 5238 / Volume 2 Issue 2 April 2023 / Pg. No: 50-63 Paper Id: IRJEMS-V2I2P106, Doi: 10.56472/25835238/IRJEMS-V2I2P106 Original Article Enhancing Innovation Behavior of Digital Start-up Employees: The Role of Knowledge Sharing and Creativity 1Robertus Adi Nugroho 1Post Graduate School, Widya Mandala Catholic University, Surabaya, Indonesia. 1Faculty of Economy, Darma Cendika Catholic University, Surabaya, Indonesia. Received Date: 30 March 2023 Revised Date: 10 April 2023 Accepted Date: 13 April 2023 Published Date: 20 April 2023 Abstract: The goal of this study is to look into how employees of digital start-ups in Jakarta share knowledge and act creatively and innovatively. 167 employees completed a questionnaire to gather information, which was then evaluated using structural equation modelling (SEM). The results show that knowledge sharing has a direct and significant positive impact on the innovation and creativity behavior of employees of digital start-ups in Jakarta. The association between knowledge sharing and innovative behavior was also found to be significantly and favorably mediated by creativity. Hence, encouraging knowledge exchange among staff members can boost worker creativity and have a favorable effect on innovative behavior. By presenting empirical proof of the connection between knowledge sharing, creativity, and innovation behavior in digital start- ups, this study adds to the body of current literature. The results suggest that digital start-up firms should prioritize knowledge sharing among employees to foster creativity and ultimately improve innovation behavior. This study emphasizes the significance of knowledge-sharing methods in creating an innovative culture in digital companies. In conclusion, fostering a culture of information sharing is crucial for fostering the innovative and creative behavior of staff members at digital companies. The results of this study shed light on the nuanced relationship between creativity, innovation, and information sharing, underscoring the significance of knowledge sharing practices in digital start-ups. Keywords: Knowledge Sharing, Knowledge Management, Creativity, Innovation Behavior. I. INTRODUCTION The market for digital startups has grown quickly in recent years as more and more entrepreneurs seek to capitalize on shifting customer preferences and advancements in technology. In Jakarta, Indonesia, the startup digital industry is becoming important for economic growth and job development. Due to the fierce competition, businesses must continually innovate to stay ahead of the pack and experience long-term sustainable growth. To create new goods and services that can adapt to changing consumer and market demands, innovation is required. (Maier et al., 2020). Indonesia has been a significant contributor in the global digital startup market in recent years. Indonesia's online economy is anticipated to reach $100 billion by 2025 as a result of rising internet usage and mobile penetration, according to a research by Google and Temasek. The research also notes that Indonesia has one of the most active startup scenes in Southeast Asia, with funding of a record US$3 billion expected in 2020. The digital startup industry is growing rapidly in Jakarta, the capital of Indonesia, with more and more entrepreneurs setting up their own companies to take advantage of the opportunities offered by the digital economy. According to a report by the Indonesian Investment Coordinating Board, in 2024 there will be more than 2,000 startups operating in Jakarta, employing more than 35,000 people. These startups span different industries such as e-commerce, fintech, healthtech and logistics. However, due to intense competition within the industry, digital startups in Jakarta have to continuously innovate to remain competitive and sustainable in the long run. Innovation is driven by changing customer needs and market It is essential for developing new products and services that meet demand (Whitehurst, 2003). Therefore, fostering a culture of innovation for digital startups in Jakarta is becoming more and more important. One of the way companies can encourage innovation is by facilitating knowledge sharing among employees. Knowledge sharing is the practise of passing on knowledge, skills, and expertise within an organisation (Kamaşak & Bulutlar, 2010). Knowledge sharing helps employees develop a common understanding of company goals, values, and practices, which can lead to the development of new ideas and solutions (Siddiqui et al., 2019). Knowledge sharing therefore enables companies to generate fresh ideas, foster creativity, and improve innovative behavior of employees. This is an open access article under the CC BY-NC-ND license (https://creativecommons.org/licenses/by-nc-nd/2.0/) According to the literature, knowledge sharing influences employees' creativity and innovative behaviour favourably. In example, research has demonstrated that knowledge sharing can promote the creation of new goods and services, enhance decision-making, and raise employee work satisfaction (Akturan & Çekmecelioğlu, 2016; Arsawan et al., 2022; Lee, 2018; Yang, 2007). Unfortunately, little research has been done on how knowledge sharing affects employees of digital start-ups' creativity and innovation behaviour, particularly in Jakarta. In order to better understand how knowledge sharing, creativity, and innovation behaviour within Jakarta's workforce of digital start-ups relate to one another. The following are the study's particular research questions: What is the interaction between the employees of Jakarta's digital start-ups in terms of information exchange, creativity, and innovative behaviour? Does creativity play a role in how employees of digital start-ups in Jakarta share knowledge and act innovatively? The goal of this study is to advance our knowledge of how knowledge sharing fosters innovation and creativity in digital start-ups. This study aims to provide insights into how digital start-up firms in Jakarta can promote knowledge sharing practices among their employees to enhance their creativity and innovation behavior. This study also intends to offer a theoretical framework that clarifies the intricate connection between information sharing, creativity, and innovation behavior in digital companies. The research will aid digital start-ups in Jakarta in creating strategies that would foster an innovative culture and increase their marketability. II. LITERATURE REVIEW AND RESEARCH HYPOTHESIS A) Knowledge-based View The Knowledge-Based View (KBV) of the corporation asserts that knowledge is a crucial resource that businesses should employ to gain a competitive advantage and maintain performance. According to this viewpoint, a company's knowledge resources, including both explicit and tacit information, can serve as a basis for developing distinctive and valuable goods and services that are difficult for rivals to imitate or replicate. (Grant & Phene, 2022). Moreover, knowledge can be integrated into organisational procedures, practises, and policies, which can assist businesses in creating and utilising their knowledge assets to achieve greater performance. (Sveiby, 2001). In the context of digital start-ups, the KBV perspective suggests that knowledge sharing can be an essential mechanism for developing and leveraging knowledge assets to promote innovation and sustained performance. Knowledge sharing can enable employees to access and utilize valuable knowledge resources that are distributed across the organization, including technical expertise, customer insights, and market intelligence (Novianti, 2019). Furthermore, knowledge sharing can facilitate the development of shared mental models, common goals, and collaborative working relationships that can enhance creativity and innovation (Pereira & Bamel, 2021) The relationship between information sharing and innovative behaviour in various organisational situations has been the subject of numerous research. For instance, information sharing was found to be positively correlated with innovation success in Indian

enterprises by Ganguly et al. (2019). In a similar vein, Asbari et al. (2019) discovered that information sharing was positively connected with Indonesian teachers' capacity for creativity. The association between knowledge management techniques and innovation performance in Turkey's top managers was also found to be mediated by information sharing, according to a study by Kamaşak & Bulutlar (2010). B) Conceptual Framework C) Research Hypothesis a. The Effect of Knowledge Sharing on Employees' Creativity The connection between knowledge sharing and creativity in the workplace has drawn more and more attention in recent years. The process of imparting knowledge within a company from one person to another is known as knowledge sharing (Akturan & Çekmecelioğlu, 2016). On the other side, creativity entails developing original and practical concepts and solutions. (Panigrahy & Pradhan, 2015). Research demonstrates that employee creativity can benefit from information sharing. Employees obtain fresh viewpoints and insights that might spark thinking and produce new ideas by imparting their knowledge and experience to others (Kazanjian & Drazin, 2011). Sharing information may also promote a culture of learning and experimentation, motivating staff to take chances and investigate new possibilities (Azma & Mostafapour, 2011). The connection between information sharing and creativity in diverse organizational situations has been the subject of several research. For instance, Aulawi, (2018) discovered that information sharing boosted the inventiveness of Indonesian telecom enterprises. at a similar vein, discovered that at Korean educational institutions, instructors' creative results were favorably correlated with knowledge sharing. Additionally, a study by Akturan & Çekmecelioğlu, (2016) found that knowledge sharing had a significant impact on Turkish teaching staff members' initial problem-solving skills. Sharing knowledge may be crucial for startups to encourage creativity and innovation. The capacity to develop and put into practice original ideas might be crucial to the success of digital companies since they frequently work in circumstances that are very dynamic and unstable. Designing methods to increase innovation capacity requires an awareness of the link between information sharing and creativity among employees of digital startups. (Abbas, 2020). H1: Knowledge sharing has a positive and significant effect on employees' creativity. b. The Effect of Knowledge Sharing on Employees' Innovation Behavior Knowledge sharing is regarded as a critical component in encouraging innovation, which is necessary for the development and success of a company (Novitasari et al., 2021). Knowledge sharing involves the transfer of knowledge, expertise, and information between individuals or groups within an organization (Arsawan et al., 2022). By sharing knowledge, employees gain access to new information and ideas that help create innovative products, services, or processes. The connection between information sharing and innovation in diverse organisational contexts has been the subject of numerous research. For instance, information sharing was found to be positively associated to innovation in Pakistani enterprises by Siddiqui et al. (2019). Similar to this, Yang (2007) discovered that knowledge sharing boosted innovation in Taiwanese high-tech companies. In addition, a study by Wang & Hu (2020) discovered that information sharing significantly boosted innovation in Chinese start-ups. In the context of digital start-ups, knowledge exchange is extremely important for fostering innovation. Digital start-ups are distinguished by their entrepreneurial and inventive characteristics, and they frequently work in very dynamic and unpredictable situations (Le & Lei, 2019). Effective knowledge sharing may help digital startups get access to fresh information and ideas, develop problem-solving skills, and promote an innovation culture (Novitasari et al., 2021). H2: Knowledge sharing has a positive and significant effect on employees' innovation behavior. c. The Effect of Creativity on Employees' Innovation Behavior Creativity is widely acknowledged as a vital driver of innovation and a critical ingredient in start-up success (Dissanayake et al., 2017). The capacity to come up with original and creative concepts, methods, or solutions to issues is referred to as creativity (Panigrahy & Pradhan, 2015). Innovation behavior, on the other hand, is defined as the act of implementing creative ideas into practice (Akram et al., 2018) Several studies have looked at the connection between creative and innovative behaviour at start-ups and other organisational contexts. For instance, Aulawi, (2018) found that creative work environments positively influenced innovation behavior in a sample of telecommunication firms. Similarly, (Sutanto, 2017) found that creativity was positively related to innovation behavior in a study involving university professors in Indonesia. In the context of start-ups, creativity is particularly important as start-ups often face limited resources, high uncertainty, and the need for continuous innovation to remain competitive (Panigrahy & Pradhan, 2015). Effective management of creativity can help start-ups to generate innovative ideas and solutions to overcome these challenges (Nugroho et al., 2022). Nonetheless, despite the recognised value of innovation and creativity in start-ups and the potential contribution of information sharing to the facilitation of these processes, the precise nature of these interactions in the context of digital start-ups in Jakarta remains poorly known. A study by McKinsey (2020) found that Indonesia has one of the fastest- growing digital economies in Southeast Asia, with over 90% of the population being internet users. The report also highlighted that the digital start-up ecosystem in Indonesia is rapidly expanding, with significant investment opportunities and government support. It is essential to comprehend how creativity, innovation behaviour, and information sharing interact in digital start-ups in order to build management strategies that effectively encourage innovation and competitiveness in this quickly expanding sector. H3: Creativity has a positive and significant effect on employees' innovation behavior. d. The Mediating Effect of Creativity on the Relationship between Knowledge Sharing and Employees' Innovation Behavior In recent studies examining the link between knowledge sharing and innovation behaviour in various organisational contexts, the mediating role of creativity has drawn increasing attention. When a third variable partially or fully explains the link between two other variables, this is known as a mediating effect (Saunders et al., 2019). The degree to which creativity mediates the relationship between information sharing and innovation behaviour is thus referred to as the mediating impact of creativity in the context of knowledge sharing and innovation behaviour. Previous studies have found a strong link between sharing knowledge and being creative. Employees who share knowledge have access to fresh ideas and information, which can inspire original thinking and lead to creative solutions. Yet, there are a number of mediating variables that can have an impact on the relationship between information sharing and innovative behaviour (Aulawi, 2018; Azma & Mostafapour, 2011; Castaneda & Cuellar, 2020; Ipe, 2003). The creative process is one such mediating factor. The mediating role of creativity can strengthen the relationship between knowledge sharing and innovation behaviour. Participating in information exchange events will probably help employees become more creative, which will help them act more innovatively (Akturan & Çekmecelioğlu, 2016). However, to this date limited research has explored this mediating role of creativity. Understanding the mediating role of creativity in the relationship between knowledge sharing and innovation behaviour is essential in the context of digital start-ups in Jakarta. This is due to the fact that digital start-ups operate in a very uncertain and competitive market where innovation is crucial for survival and success. Furthermore, the digital sector is marked by a constant infusion of fresh knowledge and concepts, making knowledge exchange an essential precursor to innovation. This study aims to offer a more nuanced view of the complicated interaction between information sharing and innovation behavior in the setting of digital start-ups by studying the function of creativity as a mediator. The results of this study can help managers create strategies that will encourage creativity and competition in the digital start-up sector. H4: Employee's creativity can mediate the effect of knowledge sharing on innovation behavior. III. MATERIALS AND METHODS A) Research Methodology With an explanatory research design, this study employs a quantitative research methodology. One sort of study that has methodical, planned, and well outlined specifications from the start to the creation of the research design is quantitative research. In quantitative research, techniques are employed to examine the relationship between variables in order to evaluate certain theories. Number-based data are used to measure these factors. Then, using the Smart PLS 3.0, statistical techniques for structural equation modelling are used to examine this data (Creswell, 2012). It is explained in Azwar, (2011) that quantitative approaches are usually used in inferential research and rely on the results of their research conclusions on an error probability of rejecting the null hypothesis. Researchers will discover the relevance of group differences or the significance of the link between the variables under study by employing quantitative approaches. The quantitative approach is an approach that is identical to numbers and data in the form of words or sentences which later in statistical analysis will be converted into data in the form of numbers. Researchers use an explanatory research design, where this research specifically explains the relationship between the variables studied through hypothesis testing. This relationship can occur due to the correlation of one variable to another, which causes a cause-and-effect or causality relationship between the variables. This relationship will later appear and be seen when processed statistically (Saunders et al., 2000). B) Sample and Data Collection Data from employees of digital start-ups in Jakarta are gathered for this study using the snowball sampling technique. This sampling method is commonly used in situations where the population is difficult to access or not well-defined, which is the case with digital start-up employees in Jakarta. The snowball sampling technique entails employing current participants to suggest more possible research participants. Due of its reliance on participants who are already acquainted with the background of the research, this approach is useful for reaching out to difficult-to-reach communities. A set of questionnaires was distributed to digital start-up employees in Jakarta, with a total of 198 questionnaires returned. After checking for completeness and consistency, a total of 177 data points were analyzed. The questionnaire consists of four sections: demographic information, knowledge sharing behavior, creativity behavior, and innovation behavior. The demographic information section includes gender, age, educational background, work experience, and position in the organization. The knowledge sharing behavior section measures the extent to which employees engage in knowledge sharing activities with their colleagues. The creativity behavior section assesses the employees' individual creativity level. Finally, the innovation behavior section examines the degree of innovation behavior exhibited by the employees.4 C) Variable Measurement a. Knowledge Sharing The voluntary exchange of information and expertise among individuals or groups within a company or society is referred to as knowledge sharing. It involves the transfer of explicit and tacit knowledge, skills, ideas, experiences, and best practices to enhance the collective understanding and problem-solving capability of the organization. Knowledge sharing can occur through various channels such as formal training sessions, mentoring, coaching, online platforms, and informal interactions among employees. The variable measurement for knowledge sharing is done through a self-reported survey or questionnaire that asks individuals within an start-up to report their level of engagement in knowledge sharing activities. This study uses some common measures used to assess knowledge sharing according to Chiu et al., (2006). The items include things like willingness to share knowledge, frequency of knowledge sharing, and quality of knowledge sharing. b. Employees' Creativity Employee creativity is the capacity and desire of people to produce original and beneficial ideas, solutions, or products that address the demands and problems of their workplace. It involves the use of imagination, originality, and insight to generate unique and relevant outcomes. Personal characteristics like openness to new experiences, a penchant for taking risks, and intrinsic drive, as well as environmental elements like job autonomy, task complexity, and social support, have an impact on an employee's creativity. A self-reported survey or questionnaire that asks people in start-ups to report their level of engagement in creative activities in their everyday job is used to quantify the variable of employee creativity. This research makes use of various typical metrics for measuring employee innovation, including (Oldham & Cummings, 1996). Ide generation, diverse thinking, creativity, fluency, adaptability, and elaboration are a few examples of the criteria. c. Innovation Behavior Innovation behavior refers to the actions, activities, and behaviors of individuals or teams within an organization that lead to the creation and implementation of new ideas, products, processes, or services that provide value to the organization and its stakeholders. It involves the ability to recognize opportunities for innovation, generate and develop creative solutions, and take risks to implement them. Innovation behavior can be influenced by individual traits, such as creativity, curiosity, and self-efficacy, as well as contextual factors, such as leadership support, resources, and incentives. The variable measurement for innovation behavior is done through a self-reported survey or questionnaire that asks individuals within start-up to report their level of engagement in innovative behavior in their daily work. This study uses some common measures used to assess employee innovative behavior according to King & Anderson, (2014). Examples of the items are: ide generation, divergent thinking, idea generation, idea implementation, risk-taking, resource allocation, networking, learning orientation and leadership support. IV. RESULTS AND DISCUSSION The measurement model, also known as the outer model in this study, and the structural model, also known as the inner model, are the two testing models used by SmartPLS. The measurement model (outer model), which is used to assess the validity and reliability of the link between reflective indicators and latent variables verified using three measurement techniques, will be discussed first. After conducting confirmatory factor analysis and all indicators are declared valid and reliable. Then next is to test the overall structural model (inner model). This structural model (inner model) is carried out by evaluating the percentage of variance (R2) for endogenous latent variables modeled as influenced by exogenous latent variables and also testing is carried out with the t value obtained from bootstraping to see whether the effect is significant or not (Saunders et al., 2000). A) Measurement Model Test a. Convergent Validity Results for Convergent Validity are shown in Table 1. According to Table 1. Each indication has a loading factor value larger than 0.40. This implies that all indications found in each latent variable are appropriate for use as measuring tools. Knowledge sharing is measured by 6 indicators. Judging from each indicator, the KS6 indicator has the highest loading factor compared to other indicators. This data shows that the KS6 indicator is the strongest in reflecting the knowledge sharing construct. Meanwhile, the KS3 indicator has the lowest factor loading. This shows that the KS3 indicator is the weakest in reflecting knowledge sharing. The average variance extracted (AVE) value of 0.712 is more than 0.4, indicating that knowledge sharing may typically reflect 71.2% of the information included in each indicator. Employee creativity is measured by 8 indicators. Judging from each indicator, the EC2 indicator has the highest loading factor compared to other indicators. This data shows that the EC2 indicator is the strongest in reflecting the employee creativity construct. Meanwhile, the EC4 indicator has the lowest loading factor. Employee creativity may typically reflect 70.4% of the information in each indicator, according to the Average variance extracted (AVE) value of 0.704, which is higher than 0.4. Employee innovation behavior is measured by 8 indicators. Judging from each indicator, the IB3 indicator has the highest loading factor compared to other indicators. This data shows that the IB3 indicator is the strongest in reflecting the innovation behavior construct. Meanwhile, the IB3 indicator has the lowest loading factor. This shows that the IB3 indicator is the weakest in reflecting innovation behavior. The average variance extracted (AVE) value of 0.729 is higher than 0.4, indicating that on average 72.9% of the information contained in each indicator can be reflected through innovation behavior. b. Discriminant Validity Discriminant validity is the idea that measures (manifest variables) of several constructs shouldn't have a lot of correlation with one another. The Fornell-Larcker criterion test, which contrasts the square root of the AVE for each construct with the correlation value between constructs in the model, can be used in addition to the cross loading test to evaluate discriminant validity. Table 3 displays the outcomes of the Fornell-Larcker criteria test. Table 1. Convergent Validity Test Variable Indicators Factor Loading (> 0,4) AVE (> 0,5) Results Knowledge Sharing KS1 KS2 KS3 KS4 KS5 KS6 0.762 0.747 0.615 0.633 0.782 0.812 0.712 Valid Valid Valid Valid Valid Valid Creativity EC1 EC2 EC3 EC4 EC5 EC6 EC7 EC8 0.835 0.889 0.631 0.611 0.802 0.628 0.744 0.736 0.704 Valid Valid Valid Valid Valid Valid Valid Valid Innovation Behavior IB1 IB2 IB3 IB4 IB5 IB6 IB7 IB8 0.736 0.617 0.815 0.696 0.789 0.805 0.665 0.735 0.729 Valid Valid Valid Valid Valid Valid Valid Valid In addition, Table 2 shows that all indicators have the strongest correlations with the latent variable under study. The knowledge sharing variable has the highest association with the KS1–KS6 indicators, followed by the employee creativity variable with the best correlation with the EC1–EC8 indicators, and the innovation behaviour variable with the highest correlation with the IB1–IB8 indicators. It may be said that the model has good discriminant validity because all indicators have the greatest association with the measured construct (variable) when compared to other constructs. Table 3's findings demonstrate that every variable's root value is higher than the correlation, indicating that the model has strong discriminant validity. c. Reliability test Questionnaire items must meet reliability criteria. According to (Igwenagu, 2016), reliability is related to internal consistency reliability. Cronbach's Alpha is the standard method for measuring internal consistency. Composite Reliability and Rho_A are also acceptable substitutes. The recommended value for good Cronbach's Alpha, Composite Reliability and Rho_A is ≥0.7. Table 4 displays the outcomes of the reliability tests for each variable. Table 4 shows that the majority of the acquisition of Composite Reliability for each latent variable is greater than 0.7 as well as the acquisition of Cronbach's Alpha and Rho-A values greater than 0.7, it can be concluded that the questionnaire items meet the reliability criteria. As a result, all indicators can be considered to consistently measure each of their variables. B) Structural Model Test Path Value is examined during testing to determine whether an effect is substantial or not. In this study, bootstrapping was carried out with a subsample of 500 and a significance level of 0.05 (one tail). a. Direct Effect Table 5 displays the findings of the study's calculation of the direct effect. According to Haenlein & Kaplan (2004), 95% confidence levels are typically employed in business research, so that is what the researchers in this study used. For a one-tailed hypothesis, the direct impact score given by the T-Statistic value must be higher than 1.96. According to Table 5's direct influence, the following conclusions can be made: 1. A path value of 0.435 and a T-Statistic value of 4.157 and P-Values of 0.000 show that Knowledge Sharing has a favourable impact on employee creativity. 2. Knowledge Sharing positively affects innovation behaviour, as shown by a path value of 0.462 and by a T-Statistic value of 3.161 and P-Values of 0.002. 3. Employee Creativity has a positive influence, indicated by a path value of 0.417 and is significant on innovation behavior, indicated by a T-Statistic value of 3.295 and P-Values of 0.001. Table 2. Cross Loading Factor Variable Knowledge Sharing Employee Creativity Innovation Behavior KS1 0.703 0.693 0.622 KS2 0.863 0.734 0.667 KS3 0.751 0.711 0.706 KS4 0.816 0.719 0.744 KS5 0.755 0.716 0.682 KS6 0.731 0.658 0.706 EC1 0.588 0.747 0.655 Variable Knowledge Sharing Employee Creativity Innovation Behavior EC2 0.734 0.763 0.589 EC3 0.681 0.792 0.607 EC4 0.703 0.641 0.733 EC5 0.615 0.705 0.625 EC6 0.677 0.796 0.746 EC7 0.778 0.863 0.718 EC8 0.696 0.736 0.755 IB1 0.521 0.643 0.796 IB2 0.616 0.752 0.861 IB3 0.577 0.650 0.754 IB4 0.638 0.773 0.806 IB5 0.684 0.604 0.749 IB6 0.659 0.636 0.717 IB7 0.795 0.697 0.833 IB8 0.610 0.675 0.683 b. Indirect Effect Table 6 displays the outcomes of the study's indirect effect calculation. This indirect effect demonstrates how both other variables are mediated by employee inventiveness. According to Haenlein & Kaplan (2004), 95% confidence levels are typically employed in business research, so that is what the researchers in this study used. For a one-tailed hypothesis, the indirect impact score given by the T-Statistic value must be higher than 1.96. According to Table 5, which shows the direct effect, employee creativity has a positive and substantial mediating function in the relationship between knowledge sharing and innovation behaviour, as shown by the path value of 0.371, the T-statistic value of 2.754, and the P-values of 0.004. Table 3. Fornell-Larcker Criterion Test Variable Innovation Behavior Creativity Knowledge Sharing KS 0.835 EC 0.621 0.763 IB 0.738 0.636 0.759 c. R-square Test The R-square value can be used to show the impact of the dependent variable. The innovation behaviour variable's acquired R-square value is 0.629, which indicates that knowledge exchange and employee creativity may account for 62.9% of employee innovation behaviour. Employee creativity in the second substructure has an R-square value of 0.534, indicating that the knowledge sharing variable may account for 53.4% of it. Table 4. Reliability Test Variable Cronbach's Alpha rho_A Composite Reliability Innovation Behavior 0.783 0.794 0.891 Knowledge Sharing 0.844 0.854 0.836 Creativity 0.857 0.868 0.889 d. F-square Effect Size The study's indirect effect calculation results are displayed. To ascertain changes in R-square values on endogenous constructs, the effect size test is carried out. Variations in the R-square value show if external constructs have a significant impact on endogenous constructs. Effect size values range from 0.02 for small effects to 0.15 for medium effects to 0.35 for high effects. With an effect size of 0.463, the Knowledge Sharing variable has a significant impact on innovation behaviour, according to the analysis's F-square value. Employee Creativity is moderately influenced by the Knowledge Sharing variable, with an impact

size of 0.277. With an effect size value of 0.196, the Creativity variable has a medium impact on innovation behaviour. Table 5. Direct Effect Path Coefficient T-Statistics P-Values Hypotheses Knowledge Sharing ? Innovation Behavior 0.435 4.157 0.000 Accepted Knowledge Sharing ? Creativity 0.462 3.161 0.002 Accepted Creativity ? Innovation Behavior 0.417 3.295 0.001 Accepted Table 6. I ndirect Effect Path Coefficient T-Statistics P-Values Hypotheses Knowledge Sharing ? Creativity ? Innovation Behavior 0.371 2.754 0.004 Accepted C) Discussion and Analysis a. Knowledge Sharing and Employees' Creativity The results of this study show that at digital start-ups in Jakarta, knowledge exchange significantly and favourably affects employees' creativity. The exchange of ideas, knowledge, and experiences among employees, which can foster creativity and lead to the creation of fresh, original solutions, is made possible in large part through knowledge sharing. Firstly, knowledge sharing enhances the availability of diverse perspectives and insights. When employees share their knowledge and expertise, it creates opportunities for cross-pollination of ideas and encourages employees to think beyond their individual perspectives. This can lead to the synthesis of different concepts, perspectives, and approaches, which can spur creativity by fostering the exploration of new possibilities and unconventional solutions. Second, information sharing fosters a learning culture. A culture of continual learning is necessary in a start-up setting where creativity is critical. Employees are encouraged to engage in continual learning by seeking and sharing new information and experiences through knowledge sharing. This mentality of continual learning may develop a culture of experimentation, risk-taking, and adaptability, all of which are beneficial to creativity and innovation. Thirdly, sharing information promotes cooperation and teamwork. Innovation at digital start-ups frequently needs a team effort where individuals from various functional areas or areas of expertise cooperate to achieve a shared objective. By dismantling organizational silos, encouraging open communication, and building a climate of trust and respect, knowledge sharing makes cooperation and teamwork easier. By encouraging collective intelligence and promoting chances for synergy and invention, this collaborative atmosphere can increase creativity. The findings of this study are also consistent with past research that highlighted how sharing information fosters creativity in a variety of organisational settings. It backs up the knowledge-based perspective idea, which highlights the knowledge's strategic value as a major force behind innovation and competitive advantage in enterprises. These results demonstrate how important information sharing is in establishing a creative and innovative culture in start- ups. Establishing an atmosphere that promotes and rewards information sharing among employees should be a top priority for managers and executives. This may be accomplished by taking steps like encouraging open channels of communication, offering venues for information sharing, and praising and rewarding staff members who make contributions to knowledge sharing activities. By doing this, digital start-ups may take use of the power of information exchange to stimulate innovation, increase employee creativity, and acquire a competitive edge in the dynamism and speed of the digital economy. b. Knowledge Sharing and Employees' Innovation Behavior The findings of this study offer solid proof of the beneficial and considerable influence of information sharing on workers' innovation behavior in Jakarta's digital start-ups. According to the research, it can promote a climate that is favorable for innovation to flourish when employees actively engage in sharing knowledge and information with their peers. First off, sharing information may encourage employees' innovation. Employee collaboration and knowledge sharing can result in fresh views and creative thinking. Employee exposure to a variety of information sources and opposing opinions can also result in the development of original ideas and solutions. Furthermore, information sharing may promote an environment where staff members are urged to experiment, take calculated risks, and learn from mistakes—all of which are essential components of innovation. Second, information exchange can motivate staff to take initiative in putting creative ideas into practice. Employee confidence and drive to act can be increased when they feel free to share their expertise and thoughts. When employees are encouraged to communicate their thoughts and ideas, they are more likely to feel a sense of ownership and responsibility for the organization's success. This sense of ownership and responsibility can motivate them to actively participate in innovation-related activities, such as implementing new procedures, goods, or services. Sharing information may also improve the organization's overall intelligence. Employees may take use of each other's skills and abilities when they pool their knowledge and experience, which helps foster a collaborative and inclusive workplace. This may lead to stronger problem-solving skills, more resourcefulness, and better decision-making, all of which may encourage more innovative behavior among staff members. These results have important implications for digital start-ups in Jakarta and beyond. Start-ups may foster an atmosphere that fosters employee invention and creativity by encouraging a culture of information sharing. A higher degree of innovation results, such as new goods, services, or business models, may arise from this. These outcomes may provide startups an advantage in the quickly developing digital market. These results are consistent with earlier studies that emphasized the vital role that information sharing plays in fostering innovation inside businesses. They contribute to the body of literature already in existence and advance our knowledge of how knowledge sharing can foster innovation behaviour in the specific context of digital entrepreneurship by concentrating on the relationship between knowledge sharing and innovation behaviour in the context of digital start-ups in Jakarta. This study highlights the value of information sharing as a major force behind innovation in digital start-ups. Organizations may foster an atmosphere that fosters employee initiative and creativity by encouraging information sharing methods, which will increase the results of innovation. c. Creativity and Employees' Innovation Behavior This study shows that workers' innovative behavior in digital start-ups in Jakarta is positively and significantly influenced by creativity. According to this result, employees' participation in creative behaviors is likely to be positively influenced when they exhibit high levels of creativity. First of all, the innovation process depends heavily on imagination. It entails coming up with fresh, creative concepts, exercising critical thought, and identifying novel solutions to issues. When it comes to solving problems or seeing opportunities, creative individuals are more inclined to think outside the box, investigate various options, and develop original ideas. As a result, creative employees are more likely to participate in innovative activities including coming up with fresh ideas, trying out novel strategies, and taking measured risks. Second, creativity may encourage an innovative culture within the company. It is possible to foster creativity in a welcoming and inclusive atmosphere by encouraging employees to be creative and giving them the freedom to voice their ideas and thoughts. Employees that are creative are more likely to feel empowered, inspired, and involved in the innovation process, which increases the possibility that they will act in an innovative manner. Additionally, a culture that promotes and celebrates creativity may draw in and keep bright workers who have a propensity for creative thinking and actions. Additionally, creativity may help people solve problems and make decisions more effectively, two crucial steps in the innovation process. Employees that are creative are more likely to approach problems from novel angles, come up with several solutions, and assess them critically. This may lead to better-informed and more carefully considered judgments, which may result in the effective adoption of novel concepts and methods. These findings have important repercussions for digital start-ups and organizations in general. Organizations may develop an atmosphere that supports and fosters innovative behaviors by valuing and encouraging employee creativity. Higher levels of innovation outcomes, such as the creation of new goods, services, or processes, may arise from this. These developments may improve the competitiveness and sustainability of digital start-ups in a market that moves quickly and is always changing. These results are in line with earlier studies that shown how creativity and innovation work well together in a variety of organizational environments. They lend even more credence to the idea that employee innovation habits are strongly influenced by creativity. By particularly studying the function of creativity in the context of digital start-ups in Jakarta, the findings of this study add to the body of literature and advance our knowledge of how creativity might drive innovative behaviors in the particular context of digital entrepreneurship. The findings of this study demonstrate how creativity is important as a favorable and substantial predictor of workers' innovative behavior in digital start-ups. Employee participation in innovation behaviors is expected to rise in workplaces that value and encourage creativity, improving the consequences of innovation. d. Mediating Role of Employee Creativity It's interesting to note that this study's results demonstrate how creativity is a key and advantageous mediating factor in the relationship between information sharing and employees' innovation behaviour in Jakarta-based digital start-ups. According to this study, creativity serves as a mediator between information sharing and innovative behaviour. First of all, this research suggests that information sharing is essential for fostering employees' creativity, which in turn affects their willingness to engage in creative activities. When employees have access to relevant information, resources, and expertise through knowledge sharing processes, it can fuel their creative thinking and problem-solving abilities. This may result in the development of original concepts, viewpoints, and solutions, which may then motivate staff members to innovate. Secondly, creativity acts as a bridge that connects the knowledge sharing process with innovation behaviors. Creative employees are more likely to utilize the knowledge shared by their peers or colleagues effectively, transform it into new ideas, and actively engage in the implementation of innovative behaviors. Creativity enables employees to apply and integrate the shared knowledge in unique and original ways, leading to the development of innovative outcomes. Also, there are important ramifications for digital start-ups from creativity's mediation function in the link between knowledge sharing and innovative behaviour. It argues that one tactic to increase staff members' engagement in creative behaviours is to build a culture of information sharing and innovation. Organizations that encourage open communication, collaboration, and sharing of knowledge among employees can create an environment that nurtures creativity, leading to higher levels of innovation outcomes. Also, this discovery is consistent with earlier studies that have emphasised the mediating function of creativity in the relationship between knowledge sharing and innovation in diverse organisational contexts. It is in line with the idea that creativity is crucial for transforming learned habits into novel ones. The findings of this study contribute to the body of literature in that they provide insightful information about the mechanisms by which knowledge sharing influences innovation behaviours in the specific context of digital entrepreneurship by specifically examining the mediating role of creativity in the context of digital start-ups in Jakarta. The findings of this study demonstrate how creativity plays a mediating role in the link between information sharing and workers' innovation behavior in digital start-ups. According to the research, encouraging information sharing and creativity might be useful tactics for encouraging innovative behaviors among staff members of digital start-ups. V. IMPLICATIONS AND LIMITATIONS A) Theoretical Implications For the literature on information sharing, creativity, and invention in start-ups, the study's findings have major theoretical ramifications. At the beginning, this study contributes to the literature on the information-Based view (KBV) by providing empirical proof of the beneficial effects of information sharing on employees' creativity and inventive behaviour in start-ups. This lends credence to the KBV viewpoint, which highlights the strategic relevance of knowledge resources in affecting organizational results, particularly in the setting of start-ups. Second, by emphasising the significance of creativity as a moderator in the relationship between knowledge sharing and inventive behaviour, this study contributes to the body of knowledge on creativity and innovation. This research implies that creativity is important in transforming shared information into new outputs. It emphasizes the significance of building a creative atmosphere that encourages the production of unique ideas, views, and solutions through information exchange, which can eventually drive innovation behaviors among start-up personnel. Third, by examining the role that creativity and information sharing play in motivating innovative behaviours in the specific context of digital entrepreneurship in Jakarta, this research advances our understanding of start-ups. Start-ups operate in dynamic and fast-paced environments where innovation is frequently a vital success element. The study's findings shed light on the role of information sharing and creativity in driving innovative behaviors in the start-up setting, emphasizing the necessity for firms to build a culture that encourages knowledge sharing and fosters creativity among employees. B) Practical Implications The study's findings have practical consequences for start-up executives and management. To begin with, the beneficial effect of information sharing on workers' creativity and innovation behavior means that cultivating a culture of knowledge sharing inside the firm might improve employees' creative thinking and innovative behaviors. Startup leaders and managers should foster an environment in which workers are encouraged to share their expertise, ideas, and insights with one another, such as through frequent team meetings, brainstorming sessions, and joint projects. This can allow the interchange of varied ideas and expertise, resulting in improved employee creativity and innovation. Second, businesses should place more emphasis on actively encouraging and supporting employee creativity than just permitting knowledge sharing because creativity mediates the relationship between sharing of information and inventive behaviour. This may be accomplished by giving staff with tools and chances to engage in creative activities, such as training programs, seminars, and innovation challenges. Leaders and managers can also create a supportive and inclusive culture that encourages experimentation, risk-taking, and idea generation, which can foster employees' creativity and ultimately drive innovation behaviors in the start-up context. Thirdly, the implications of this study highlight the importance of recognizing and leveraging the value of knowledge sharing and creativity in driving innovation behaviors, particularly in the dynamic and competitive environment of start-ups. Start-ups often face resource constraints and intense market competition, and fostering a culture that encourages knowledge sharing and creativity can provide them with a strategic advantage by promoting innovation and adaptability. Start-up leaders and managers can develop effective strategies and interventions to enhance employees' creativity and innovation capabilities, which can ultimately contribute to the success and sustainability of the start-up venture. By understanding the mediating role of creativity in the relationship between knowledge sharing and innovation behaviour. C) Research Limitations The limitations of this study should be acknowledged to ensure the appropriate interpretation of the findings. Firstly, the use of self-report measures may introduce potential biases, such as social desirability bias, where participants may provide responses that they perceive as favorable. Despite efforts to minimize biases through anonymous and confidential data collection procedures, the subjective nature of self-report measures may impact the accuracy and reliability of the data. Secondly, common method bias, which refers to the potential bias arising from using the same method of data collection for all variables, could be a limitation in this study. The reliance on self-reported data for all variables, including knowledge sharing, creativity, and innovation behavior, may result in common method bias, leading to inflated associations between variables. Future studies could consider employing multiple data collection methods, such as objective measures or behavioral observations, to mitigate common method bias and enhance the validity of the findings. Thirdly, Jakarta start-ups in Indonesia are the sole subject of the study. While this setting provides valuable insights into the context of digital start-ups in a dynamic and emerging market, the findings may not be fully generalizable to other contexts or populations. Cultural, organizational, and contextual factors may vary across different regions or industries, and caution should be exercised when extrapolating the findings to other settings. There are several limitations that should be taken into account, despite the fact that this study adds to the literature by studying the mediating function of creativity in the relationship between knowledge sharing and innovative behaviour in start- ups. Issues include possible self-report biases, the existence of common technique bias, and the study's constrained scope to start-ups in Jakarta. Future research could address these limitations by employing diverse data collection methods, considering alternative measures, and exploring different settings to further validate and enhance the understanding of the relationships among knowledge sharing, creativity, and innovation behavior in start-up contexts. VI. CONCLUSIONS AND SUGGESTIONS A) Conclusions The relationship between information sharing, creativity, and innovative behaviour in the setting of new firms is clarified by this study. The study's findings emphasize the significance of information sharing as a fundamental driver of creativity, which in turn improves workers' innovative behavior in start-up firms. The fact that creativity mediates the relationship between information sharing and innovation behaviour suggests that encouraging a culture of knowledge sharing may improve employee creativity, which in turn may have a positive impact on employees' innovation behaviour. This study's theoretical implications add to the current literature by giving empirical evidence of creativity's mediation function in the link between information sharing and innovative behavior. The importance of information sharing in supporting employee innovation and creativity is emphasised in this conclusion, which supports and builds on past study findings in this area. It also emphasizes the necessity of thinking about creativity as a tool for influencing innovative behavior in start-up firms. In practice, this study has significant consequences for start-up executives and management. The findings imply that encouraging employees to actively share their knowledge and ideas and establishing a supportive atmosphere for knowledge sharing might stimulate creativity, which in turn can drive innovative behavior. These findings can be used by startup leaders and managers to create strategies and initiatives that promote knowledge sharing and creativity among employees, such as providing opportunities for collaborative learning, opening up channels for open communication and idea exchange, and recognizing and rewarding employees who actively contribute to knowledge sharing and innovation. Finally, this study adds to our understanding of the link between information sharing, creativity, and innovation behavior in new businesses. The findings emphasize the need of cultivating a culture of information sharing in order to boost employee creativity, which may then favorably affect innovation behavior. This study's theoretical and practical implications are helpful for both scholars and practitioners interested in boosting creativity in start-up firms. B) Suggestions Our understanding of the relationship between information sharing, creativity, and innovation behaviour in new enterprises may be improved by further research in this area. Here are some research ideas for the future: 1. Longitudinal studies: Longitudinal research conducted over time may give insights into the dynamic nature of the link between information sharing, creativity, and innovation behavior. Longitudinal study can assist in determining the causal link between these factors and providing insight into how they may evolve over time. 2. Comparative studies: Comparing start-up firms to established organizations or businesses from various industries or cultural contexts may give insight into how the link between knowledge sharing, creativity, and innovation behavior varies across organizational settings. Comparative research can aid in the identification of contextual elements that may impact the intensity and direction of this relationship. 3. Mixed-methods research: Using mixed-methods study designs that incorporate quantitative and qualitative data might give a more thorough understanding of the factors that influence creativity and innovative behavior. Qualitative data can give insights into underlying processes, environmental circumstances, and human experiences that quantitative metrics alone may not convey. 4. Experimental studies: It may be possible to find more proof of a causal relationship between knowledge sharing, creativity, and inventive behaviour by conducting experiments using relevant components, such as information sharing therapies or creativity training programmes. Experimental research can aid in the establishment of cause-and- effect correlations and give insight into the efficacy of interventions targeted at increasing knowledge exchange, creativity, and innovation in start-up firms. 5. Multi-level studies: Exploring the link between information sharing, creativity, and innovation behavior at several levels of analysis, such as individual, team, and organizational, might give insights into how these factors interact and impact one other at various levels of the organization. Multi-level research can aid in capturing the complex dynamics of information exchange, creativity, and innovation behavior in new businesses. Future research in this area can build upon the findings of this study and further advance our understanding of the role of knowledge sharing, creativity, and innovation behavior in the context of start-up organizations. By addressing the limitations of this study and conducting further research, we can continue to contribute to the knowledge base in this area and provide valuable insights for practitioners and researchers alike. VII. REFERENCES [1] Abbas, J. (2020). Impact of total quality management on corporate sustainability through the mediating effect of knowledge management. Journal of Cleaner Production, 244, 118806. https://doi.org/10.1016/j.jclepro.2019.118806 [2] Akram, T., Lei, S., Haider, M. J., & Hussain, S. T. (2018). Exploring the Impact of Knowledge Sharing on the Innovative Work Behavior

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Enhancing Innovation Behavior of Digital Start-up Employees: The Role of Knowledge Sharing and Creativity

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Original Article

Enhancing Innovation Behavior of Digital Start-up Employees: The Role of Knowledge Sharing and Creativity

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Abstract: *The goal of this study is to look into how employees of digital start-ups in Jakarta share knowledge and act creatively and innovatively. 167 employees completed a questionnaire to gather information, which was then evaluated using structural equation modelling (SEM). The results show that knowledge sharing has a direct and significant positive impact on the innovation and creativity behavior of employees of digital start-ups in Jakarta. The association between knowledge sharing and innovative behavior was also found to be significantly and favorably mediated by creativity. Hence, encouraging knowledge exchange among staff members can boost worker creativity and have a favorable effect on innovative behavior. By presenting empirical proof of the connection between knowledge sharing, creativity, and innovation behavior in digital start-ups, this study adds to the body of current literature. The results suggest that digital start-up firms should prioritize knowledge sharing among employees to foster creativity and ultimately improve innovation behavior. This study emphasizes the significance of knowledge-sharing methods in creating an innovative culture in digital companies. In conclusion, fostering a culture of information sharing is crucial for fostering the innovative and creative behavior of staff members at digital companies. The results of this study shed light on the nuanced relationship between creativity, innovation, and information sharing, underscoring the significance of knowledge sharing practices in digital start-ups.*

Keywords: *Knowledge Sharing, Knowledge Management, Creativity, Innovation Behavior.*

I. INTRODUCTION

The market for digital startups has grown quickly in recent years as more and more entrepreneurs seek to capitalize on shifting customer preferences and advancements in technology. In Jakarta, Indonesia, the startup digital industry is becoming important for economic growth and job development. Due to the fierce competition, businesses must continually innovate to stay ahead of the pack and experience long-term sustainable growth. To create new goods and services that can adapt to changing consumer and market demands, innovation is required. (Maier et al., 2020).

Indonesia has been a significant contributor in the global digital startup market in recent years. Indonesia's online economy is anticipated to reach $100 billion by 2025 as a result of rising internet usage and mobile penetration, according to a research by Google and Temasek. The research also notes that Indonesia has one of the most active startup scenes in Southeast Asia, with funding of a record US$3 billion expected in 2020.

The digital startup industry is growing rapidly in Jakarta, the capital of Indonesia, with more and more entrepreneurs setting up their own companies to take advantage of the opportunities offered by the digital economy. According to a report by the Indonesian Investment Coordinating Board, in 2024 there will be more than 2,000 startups operating in Jakarta, employing more than 35,000 people. These startups span different industries such as e-commerce, fintech, healthtech and logistics.

However, due to intense competition within the industry, digital startups in Jakarta have to continuously innovate to remain competitive and sustainable in the long run. Innovation is driven by changing customer needs and market It is essential for developing new products and services that meet demand (Whitehurst, 2003). Therefore, fostering a culture of innovation for digital startups in Jakarta is becoming more and more important.

One of the way companies can encourage innovation is by facilitating knowledge sharing among employees. Knowledge sharing is the practise of passing on knowledge, skills, and expertise within an organisation (Kamaşak & Bulutlar, 2010). Knowledge sharing helps employees develop a common understanding of company goals, values, and practices, which can lead to the development of new ideas and solutions (Siddiqui et al., 2019). Knowledge sharing therefore enables companies to generate fresh ideas, foster creativity, and improve innovative behavior of employees.

According to the literature, knowledge sharing influences employees' creativity and innovative behaviour favourably. In example, research has demonstrated that knowledge sharing can promote the creation of new goods and services, enhance decision-making, and raise employee work satisfaction (Akturan & Çekmecelioğlu, 2016; Arsawan et al., 2022; Lee, 2018; Yang, 2007). Unfortunately, little research has been done on how knowledge sharing affects employees of digital start-ups' creativity and innovation behaviour, particularly in Jakarta.

In order to better understand how knowledge sharing, creativity, and innovation behaviour within Jakarta's workforce of digital start-ups relate to one another. The following are the study's particular research questions: What is the interaction between the employees of Jakarta's digital start-ups in terms of information exchange, creativity, and innovative behaviour? Does creativity play a role in how employees of digital start-ups in Jakarta share knowledge and act innovatively?

The goal of this study is to advance our knowledge of how knowledge sharing fosters innovation and creativity in digital start-ups. This study aims to provide insights into how digital start-up firms in Jakarta can promote knowledge sharing practices among their employees to enhance their creativity and innovation behavior. This study also intends to offer a theoretical framework that clarifies the intricate connection between information sharing, creativity, and innovation behavior in digital companies. The research will aid digital start-ups in Jakarta in creating strategies that would foster an innovative culture and increase their marketability.

II. LITERATURE REVIEW AND RESEARCH HYPOTHESIS

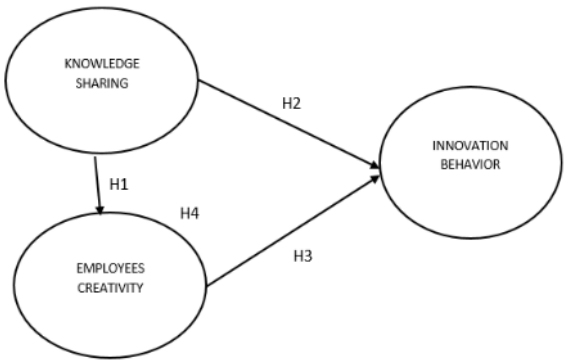
A) Knowledge-based View

The Knowledge-Based View (KBV) of the corporation asserts that knowledge is a crucial resource that businesses should employ to gain a competitive advantage and maintain performance. According to this viewpoint, a company's knowledge resources, including both explicit and tacit information, can serve as a basis for developing distinctive and valuable goods and services that are difficult for rivals to imitate or replicate. (Grant & Phene, 2022). Moreover, knowledge can be integrated into organisational procedures, practises, and policies, which can assist businesses in creating and utilising their knowledge assets to achieve greater performance. (Sveiby, 2001).

In the context of digital start-ups, the KBV perspective suggests that knowledge sharing can be an essential mechanism for developing and leveraging knowledge assets to promote innovation and sustained performance. Knowledge sharing can enable employees to access and utilize valuable knowledge resources that are distributed across the organization, including technical expertise, customer insights, and market intelligence (Novianti, 2019). Furthermore, knowledge sharing can facilitate the development of shared mental models, common goals, and collaborative working relationships that can enhance creativity and innovation (Pereira & Bamel, 2021)

The relationship between information sharing and innovative behaviour in various organisational situations has been the subject of numerous research. For instance, information sharing was found to be positively correlated with innovation success in Indian enterprises by Ganguly et al. (2019). In a similar vein, Asbari et al. (2019) discovered that information sharing was positively connected with Indonesian teachers' capacity for creativity. The association between knowledge management techniques and innovation performance in Turkey's top managers was also found to be mediated by information sharing, according to a study by Kamaşak & Bulutlar (2010).

B) Conceptual Framework



C) Research Hypothesis

a. The Effect of Knowledge Sharing on Employees' Creativity

The connection between knowledge sharing and creativity in the workplace has drawn more and more attention in recent years. The process of imparting knowledge within a company from one person to another is known as knowledge sharing (Akturan & Çekmecelioğlu, 2016). On the other side, creativity entails developing original and practical concepts and solutions. (Panigrahy & Pradhan, 2015).

Research demonstrates that employee creativity can benefit from information sharing. Employees obtain fresh viewpoints and insights that might spark thinking and produce new ideas by imparting their knowledge and experience to others (Kazanjian & Drazin, 2011). Sharing information may also promote a culture of learning and experimentation, motivating staff to take chances and investigate new possibilities (Azma & Mostafapour, 2011).

The connection between information sharing and creativity in diverse organizational situations has been the subject of several research. For instance, Aulawi, (2018) discovered that information sharing boosted the inventiveness of Indonesian telecom enterprises. at a similar vein, discovered that at Korean educational institutions, instructors' creative results were favorably correlated with knowledge sharing. Additionally, a study by Akturan & Çekmecelioğlu, (2016) found that knowledge sharing had a significant impact on Turkish teaching staff members' initial problem-solving skills.

Sharing knowledge may be crucial for startups to encourage creativity and innovation. The capacity to develop and put into practice original ideas might be crucial to the success of digital companies since they frequently work in circumstances that are very dynamic and unstable. Designing methods to increase innovation capacity requires an awareness of the link between information sharing and creativity among employees of digital startups. (Abbas, 2020).

H1: Knowledge sharing has a positive and significant effect on employees' creativity.

b. The Effect of Knowledge Sharing on Employees' Innovation Behavior

Knowledge sharing is regarded as a critical component in encouraging innovation, which is necessary for the development and success of a company (Novitasari et al., 2021). Knowledge sharing involves the transfer of knowledge, expertise, and information between individuals or groups within an organization (Arsawan et al., 2022). By sharing knowledge, employees gain access to new information and ideas that help create innovative products, services, or processes.

The connection between information sharing and innovation in diverse organisational contexts has been the subject of numerous research. For instance, information sharing was found to be positively associated to innovation in Pakistani enterprises by Siddiqui et al. (2019). Similar to this, Yang (2007) discovered that knowledge sharing boosted innovation in Taiwanese high-tech companies. In addition, a study by Wang & Hu (2020) discovered that information sharing significantly boosted innovation in Chinese start-ups.

In the context of digital start-ups, knowledge exchange is extremely important for fostering innovation. Digital start-ups are distinguished by their entrepreneurial and inventive characteristics, and they frequently work in very dynamic and unpredictable situations (Le & Lei, 2019). Effective knowledge sharing may help digital startups get access to fresh information and ideas, develop problem-solving skills, and promote an innovation culture (Novitasari et al., 2021).

H2: Knowledge sharing has a positive and significant effect on employees' innovation behavior.

c. The Effect of Creativity on Employees' Innovation Behavior

Creativity is widely acknowledged as a vital driver of innovation and a critical ingredient in start-up success (Dissanayake et al., 2017). The capacity to come up with original and creative concepts, methods, or solutions to issues is referred to as creativity (Panigrahy & Pradhan, 2015). Innovation behavior, on the other hand, is defined as the act of implementing creative ideas into practice (Akram et al., 2018)

Several studies have looked at the connection between creative and innovative behaviour at start-ups and other organisational contexts. For instance, Aulawi, (2018) found that creative work environments positively influenced innovation behavior in a sample of telecommunication firms. Similarly, (Sutanto, 2017) found that creativity was positively related to innovation behavior in a study involving university professors in Indonesia.

In the context of start-ups, creativity is particularly important as start-ups often face limited resources, high uncertainty, and the need for continuous innovation to remain competitive (Panigrahy & Pradhan, 2015). Effective management of creativity can help start-ups to generate innovative ideas and solutions to overcome these challenges (Nugroho et al., 2022).

Nonetheless, despite the recognised value of innovation and creativity in start-ups and the potential contribution of information sharing to the facilitation of these processes, the precise nature of these interactions in the context of digital start-ups in Jakarta remains poorly known. A study by McKinsey (2020) found that Indonesia has one of the fastest-growing digital economies in Southeast Asia, with over 90% of the population being internet users. The report also highlighted that the digital start-up ecosystem in Indonesia is rapidly expanding, with significant investment opportunities and government support.

It is essential to comprehend how creativity, innovation behaviour, and information sharing interact in digital start-ups in order to build management strategies that effectively encourage innovation and competitiveness in this quickly expanding sector.

H3: Creativity has a positive and significant effect on employees' innovation behavior.

d. The Mediating Effect of Creativity on the Relationship between Knowledge Sharing and Employees' Innovation Behavior

In recent studies examining the link between knowledge sharing and innovation behaviour in various organisational contexts, the mediating role of creativity has drawn increasing attention. When a third variable partially or fully explains the link between two other variables, this is known as a mediating effect (Saunders et al., 2019). The degree to which creativity mediates the relationship between information sharing and innovation behaviour is thus referred to as the mediating impact of creativity in the context of knowledge sharing and innovation behaviour.

Previous studies have found a strong link between sharing knowledge and being creative. Employees who share knowledge have access to fresh ideas and information, which can inspire original thinking and lead to creative solutions. Yet, there are a number of mediating variables that can have an impact on the relationship between information sharing and innovative behaviour (Aulawi, 2018; Azma & Mostafapour, 2011; Castaneda & Cuellar, 2020; Ipe, 2003).

The creative process is one such mediating factor. The mediating role of creativity can strengthen the relationship between knowledge sharing and innovation behaviour. Participating in information exchange events will probably help employees become more creative, which will help them act more innovatively (Akturan & Çekmecelioğlu, 2016). However, to this date limited research has explored this mediating role of creativity.

Understanding the mediating role of creativity in the relationship between knowledge sharing and innovation behaviour is essential in the context of digital start-ups in Jakarta. This is due to the fact that digital start-ups operate in a very uncertain and competitive market where innovation is crucial for survival and success. Furthermore, the digital sector is marked by a constant infusion of fresh knowledge and concepts, making knowledge exchange an essential precursor to innovation.

This study aims to offer a more nuanced view of the complicated interaction between information sharing and innovation behavior in the setting of digital start-ups by studying the function of creativity as a mediator. The results of this study can help managers create strategies that will encourage creativity and competition in the digital start-up sector.

H4: Employee's creativity can mediate the effect of knowledge sharing on innovation behavior.

III. MATERIALS AND METHODS

A) Research Methodology

With an explanatory research design, this study employs a quantitative research methodology. One sort of study that has methodical, planned, and well outlined specifications from the start to the creation of the research design is quantitative research. In quantitative research, techniques are employed to examine the relationship between variables in order to evaluate certain theories. Number-based data are used to measure these factors. Then, using the Smart PLS 3.0, statistical techniques for structural equation modelling are used to examine this data (Creswell, 2012).

It is explained in Azwar, (2011) that quantitative approaches are usually used in inferential research and rely on the results of their research conclusions on an error probability of rejecting the null hypothesis. Researchers will discover the relevance of group differences or the significance of the link between the variables under study by employing quantitative approaches. The quantitative approach is an approach that is identical to numbers and data in the form of words or sentences which later in statistical analysis will be converted into data in the form of numbers.

Researchers use an explanatory research design, where this research specifically explains the relationship between the variables studied through hypothesis testing. This relationship can occur due to the correlation of one variable to another,

which causes a cause-and-effect or causality relationship between the variables. This relationship will later appear and be seen when processed statistically (Saunders et al., 2000).

B) Sample and Data Collection

Data from employees of digital start-ups in Jakarta are gathered for this study using the snowball sampling technique. This sampling method is commonly used in situations where the population is difficult to access or not well-defined, which is the case with digital start-up employees in Jakarta. The snowball sampling technique entails employing current participants to suggest more possible research participants. Due of its reliance on participants who are already acquainted with the background of the research, this approach is useful for reaching out to difficult-to-reach communities.

A set of questionnaires was distributed to digital start-up employees in Jakarta, with a total of 198 questionnaires returned. After checking for completeness and consistency, a total of 177 data points were analyzed. The questionnaire consists of four sections: demographic information, knowledge sharing behavior, creativity behavior, and innovation behavior. The demographic information section includes gender, age, educational background, work experience, and position in the organization. The knowledge sharing behavior section measures the extent to which employees engage in knowledge sharing activities with their colleagues. The creativity behavior section assesses the employees' individual creativity level. Finally, the innovation behavior section examines the degree of innovation behavior exhibited by the employees.4

C) Variable Measurement

a. Knowledge Sharing

The voluntary exchange of information and expertise among individuals or groups within a company or society is referred to as knowledge sharing. It involves the transfer of explicit and tacit knowledge, skills, ideas, experiences, and best practices to enhance the collective understanding and problem-solving capability of the organization. Knowledge sharing can occur through various channels such as formal training sessions, mentoring, coaching, online platforms, and informal interactions among employees.

The variable measurement for knowledge sharing is done through a self-reported survey or questionnaire that asks individuals within an start-up to report their level of engagement in knowledge sharing activities. This study uses some common measures used to assess knowledge sharing according to Chiu et al., (2006). The items include things like willingness to share knowledge, frequency of knowledge sharing, and quality of knowledge sharing.

b. Employees' Creativity

Employee creativity is the capacity and desire of people to produce original and beneficial ideas, solutions, or products that address the demands and problems of their workplace. It involves the use of imagination, originality, and insight to generate unique and relevant outcomes. Personal characteristics like openness to new experiences, a penchant for taking risks, and intrinsic drive, as well as environmental elements like job autonomy, task complexity, and social support, have an impact on an employee's creativity.

A self-reported survey or questionnaire that asks people in start-ups to report their level of engagement in creative activities in their everyday job is used to quantify the variable of employee creativity. This research makes use of various typical metrics for measuring employee innovation, including (Oldham & Cummings, 1996). Ide generation, diverse thinking, creativity, fluency, adaptability, and elaboration are a few examples of the criteria.

c. Innovation Behavior

Innovation behavior refers to the actions, activities, and behaviors of individuals or teams within an organization that lead to the creation and implementation of new ideas, products, processes, or services that provide value to the organization and its stakeholders. It involves the ability to recognize opportunities for innovation, generate and develop creative solutions, and take risks to implement them. Innovation behavior can be influenced by individual traits, such as creativity, curiosity, and self-efficacy, as well as contextual factors, such as leadership support, resources, and incentives.

The variable measurement for innovation behavior is done through a self-reported survey or questionnaire that asks individuals within start-up to report their level of engagement in innovative behavior in their daily work. This study uses some common measures used to assess employee innovative behavior according to King & Anderson, (2014). Examples of the items are: ide generation, divergent thinking, idea generation, idea implementation, risk-taking, resource allocation, networking, learning orientation and leadership support.

IV. RESULTS AND DISCUSSION

The measurement model, also known as the outer model in this study, and the structural model, also known as the inner model, are the two testing models used by SmartPLS. The measurement model (outer model), which is used to assess the

validity and reliability of the link between reflective indicators and latent variables verified using three measurement techniques, will be discussed first. After conducting confirmatory factor analysis and all indicators are declared valid and reliable. Then next is to test the overall structural model (inner model). This structural model (inner model) is carried out by evaluating the percentage of variance (R2) for endogenous latent variables modeled as influenced by exogenous latent variables and also testing is carried out with the t value obtained from bootstraping to see whether the effect is significant or not (Saunders et al., 2000).

A) Measurement Model Test

a. Convergent Validity

Results for Convergent Validity are shown in Table 1. According to Table 1. Each indication has a loading factor value larger than 0.40. This implies that all indications found in each latent variable are appropriate for use as measuring tools.

Knowledge sharing is measured by 6 indicators. Judging from each indicator, the KS6 indicator has the highest loading factor compared to other indicators. This data shows that the KS6 indicator is the strongest in reflecting the knowledge sharing construct. Meanwhile, the KS3 indicator has the lowest factor loading. This shows that the KS3 indicator is the weakest in reflecting knowledge sharing. The average variance extracted (AVE) value of 0.712 is more than 0.4, indicating that knowledge sharing may typically reflect 71.2% of the information included in each indicator.

Employee creativity is measured by 8 indicators. Judging from each indicator, the EC2 indicator has the highest loading factor compared to other indicators. This data shows that the EC2 indicator is the strongest in reflecting the employee creativity construct. Meanwhile, the EC4 indicator has the lowest loading factor. Employee creativity may typically reflect 70.4% of the information in each indicator, according to the Average variance extracted (AVE) value of 0.704, which is higher than 0.4.

Employee innovation behavior is measured by 8 indicators. Judging from each indicator, the IB3 indicator has the highest loading factor compared to other indicators. This data shows that the IB3 indicator is the strongest in reflecting the innovation behavior construct. Meanwhile, the IB3 indicator has the lowest loading factor. This shows that the IB3 indicator is the weakest in reflecting innovation behavior. The average variance extracted (AVE) value of 0.729 is higher than 0.4, indicating that on average 72.9% of the information contained in each indicator can be reflected through innovation behavior.

b. Discriminant Validity

Discriminant validity is the idea that measures (manifest variables) of several constructs shouldn't have a lot of correlation with one another. The Fornell-Larcker criterion test, which contrasts the square root of the AVE for each construct with the correlation value between constructs in the model, can be used in addition to the cross loading test to evaluate discriminant validity. Table 3 displays the outcomes of the Fornell-Larcker criteria test.

Table 1. Convergent Validity Test

Variable	Indicators	Factor Loading (> 0,4)	AVE (> 0,5)	Results
Knowledge Sharing	KS1	0.762	0.712	Valid
	KS2	0.747		Valid
	KS3	0.615		Valid
	KS4	0.633		Valid
	KS5	0.782		Valid
	KS6	0.812		Valid
Creativity	EC1	0.835	0.704	Valid
	EC2	0.889		Valid
	EC3	0.631		Valid
	EC4	0.611		Valid
	EC5	0.802		Valid
	EC6	0.628		Valid
	EC7	0.744		Valid
	EC8	0.736		Valid

Innovation Behavior	IB1	0.736	0.729	Valid
	IB2	0.617		Valid
	IB3	0.815		Valid
	IB4	0.696		Valid
	IB5	0.789		Valid
	IB6	0.805		Valid
	IB7	0.665		Valid
	IB8	0.735		Valid

In addition, Table 2 shows that all indicators have the strongest correlations with the latent variable under study. The knowledge sharing variable has the highest association with the KS1–KS6 indicators, followed by the employee creativity variable with the best correlation with the EC1–EC8 indicators, and the innovation behaviour variable with the highest correlation with the IB1–IB8 indicators.

It may be said that the model has good discriminant validity because all indicators have the greatest association with the measured construct (variable) when compared to other constructs.

Table 3's findings demonstrate that every variable's root value is higher than the correlation, indicating that the model has strong discriminant validity.

c. Reliability test

Questionnaire items must meet reliability criteria. According to (Igwenagu, 2016), reliability is related to internal consistency reliability. Cronbach's Alpha is the standard method for measuring internal consistency. Composite Reliability and Rho_A are also acceptable substitutes. The recommended value for good Cronbach's Alpha, Composite Reliability and Rho_A is ≥0.7. Table 4 displays the outcomes of the reliability tests for each variable.

Table 4 shows that the majority of the acquisition of Composite Reliability for each latent variable is greater than 0.7 as well as the acquisition of Cronbach's Alpha and Rho-A values greater than 0.7, it can be concluded that the questionnaire items meet the reliability criteria. As a result, all indicators can be considered to consistently measure each of their variables.

B) Structural Model Test

Path Value is examined during testing to determine whether an effect is substantial or not. In this study, bootstrapping was carried out with a subsample of 500 and a significance level of 0.05 (one tail).

a. Direct Effect

Table 5 displays the findings of the study's calculation of the direct effect. According to Haenlein & Kaplan (2004), 95% confidence levels are typically employed in business research, so that is what the researchers in this study used. For a one-tailed hypothesis, the direct impact score given by the T-Statistic value must be higher than 1.96.

According to Table 5's direct influence, the following conclusions can be made:

1. A path value of 0.435 and a T-Statistic value of 4.157 and P-Values of 0.000 show that Knowledge Sharing has a favourable impact on employee creativity.
2. Knowledge Sharing positively affects innovation behaviour, as shown by a path value of 0.462 and by a T-Statistic value of 3.161 and P-Values of 0.002.
3. Employee Creativity has a positive influence, indicated by a path value of 0.417 and is significant on innovation behavior, indicated by a T-Statistic value of 3.295 and P-Values of 0.001.

Table 2. Cross Loading Factor

Variable	Knowledge Sharing	Employee Creativity	Innovation Behavior
KS1	**0.703**	0.693	0.622
KS2	**0.863**	0.734	0.667
KS3	**0.751**	0.711	0.706
KS4	**0.816**	0.719	0.744
KS5	**0.755**	0.716	0.682
KS6	**0.731**	0.658	0.706
EC1	0.588	**0.747**	0.655

Variable	Knowledge Sharing	Employee Creativity	Innovation Behavior
EC2	**0.734**	0.763	0.589
EC3	**0.681**	0.792	0.607
EC4	**0.703**	0.641	0.733
EC5	**0.615**	0.705	0.625
EC6	**0.677**	0.796	0.746
EC7	**0.778**	0.863	0.718
EC8	**0.696**	0.736	0.755
IB1	**0.521**	0.643	0.796
IB2	**0.616**	0.752	0.861
IB3	**0.577**	0.650	0.754
IB4	**0.638**	0.773	0.806
IB5	**0.684**	0.604	0.749
IB6	**0.659**	0.636	0.717
IB7	**0.795**	0.697	0.833
IB8	**0.610**	0.675	0.683

b. Indirect Effect

Table 6 displays the outcomes of the study's indirect effect calculation. This indirect effect demonstrates how both other variables are mediated by employee inventiveness. According to Haenlein & Kaplan (2004), 95% confidence levels are typically employed in business research, so that is what the researchers in this study used. For a one-tailed hypothesis, the indirect impact score given by the T-Statistic value must be higher than 1.96.

According to Table 5, which shows the direct effect, employee creativity has a positive and substantial mediating function in the relationship between knowledge sharing and innovation behaviour, as shown by the path value of 0.371, the T-statistic value of 2.754, and the P-values of 0.004.

Table 3. Fornell-Larcker Criterion Test

Variable	Innovation Behavior	Creativity	Knowledge Sharing
KS	**0.835**		
EC	**0.621**	0.763	
IB	**0.738**	0.636	0.759

c. R-square Test

The R-square value can be used to show the impact of the dependent variable. The innovation behaviour variable's acquired R-square value is 0.629, which indicates that knowledge exchange and employee creativity may account for 62.9% of employee innovation behaviour. Employee creativity in the second substructure has an R-square value of 0.534, indicating that the knowledge sharing variable may account for 53.4% of it.

Table 4. Reliability Test

Variable	Cronbach's Alpha	rho_A	Composite Reliability
Innovation Behavior	0.783	0.794	0.891
Knowledge Sharing	0.844	0.854	0.836
Creativity	0.857	0.868	0.889

d. F-square Effect Size

The study's indirect effect calculation results are displayed. To ascertain changes in R-square values on endogenous constructs, the effect size test is carried out. Variations in the R-square value show if external constructs have a significant impact on endogenous constructs. Effect size values range from 0.02 for small effects to 0.15 for medium effects to 0.35 for high effects.

With an effect size of 0.463, the Knowledge Sharing variable has a significant impact on innovation behaviour, according to the analysis's F-square value. Employee Creativity is moderately influenced by the Knowledge Sharing variable, with an impact size of 0.277. With an effect size value of 0.196, the Creativity variable has a medium impact on innovation behaviour.

Table 5. Direct Effect

Path	*Coefficient*	*T-Statistics*	*P-Values*	Hypotheses
Knowledge Sharing → Innovation Behavior	0.435	4.157	0.000	**Accepted**
Knowledge Sharing → Creativity	0.462	3.161	0.002	**Accepted**
Creativity → Innovation Behavior	0.417	3.295	0.001	**Accepted**

Table 6. Indirect Effect

Path	*Coefficient*	*T-Statistics*	*P-Values*	Hypotheses
Knowledge Sharing → Creativity → Innovation Behavior	0.371	2.754	0.004	**Accepted**

C) Discussion and Analysis

a. Knowledge Sharing and Employees' Creativity

The results of this study show that at digital start-ups in Jakarta, knowledge exchange significantly and favourably affects employees' creativity. The exchange of ideas, knowledge, and experiences among employees, which can foster creativity and lead to the creation of fresh, original solutions, is made possible in large part through knowledge sharing.

Firstly, knowledge sharing enhances the availability of diverse perspectives and insights. When employees share their knowledge and expertise, it creates opportunities for cross-pollination of ideas and encourages employees to think beyond their individual perspectives. This can lead to the synthesis of different concepts, perspectives, and approaches, which can spur creativity by fostering the exploration of new possibilities and unconventional solutions.

Second, information sharing fosters a learning culture. A culture of continual learning is necessary in a start-up setting where creativity is critical. Employees are encouraged to engage in continual learning by seeking and sharing new information and experiences through knowledge sharing. This mentality of continual learning may develop a culture of experimentation, risk-taking, and adaptability, all of which are beneficial to creativity and innovation.

Thirdly, sharing information promotes cooperation and teamwork. Innovation at digital start-ups frequently needs a team effort where individuals from various functional areas or areas of expertise cooperate to achieve a shared objective. By dismantling organizational silos, encouraging open communication, and building a climate of trust and respect, knowledge sharing makes cooperation and teamwork easier. By encouraging collective intelligence and promoting chances for synergy and invention, this collaborative atmosphere can increase creativity.

The findings of this study are also consistent with past research that highlighted how sharing information fosters creativity in a variety of organisational settings. It backs up the knowledge-based perspective idea, which highlights the knowledge's strategic value as a major force behind innovation and competitive advantage in enterprises.

These results demonstrate how important information sharing is in establishing a creative and innovative culture in start-ups. Establishing an atmosphere that promotes and rewards information sharing among employees should be a top priority for managers and executives. This may be accomplished by taking steps like encouraging open channels of communication, offering venues for information sharing, and praising and rewarding staff members who make contributions to knowledge sharing activities. By doing this, digital start-ups may take use of the power of information exchange to stimulate innovation, increase employee creativity, and acquire a competitive edge in the dynamism and speed of the digital economy.

b. Knowledge Sharing and Employees' Innovation Behavior

The findings of this study offer solid proof of the beneficial and considerable influence of information sharing on workers' innovation behavior in Jakarta's digital start-ups. According to the research, it can promote a climate that is favorable for innovation to flourish when employees actively engage in sharing knowledge and information with their peers.

First off, sharing information may encourage employees' innovation. Employee collaboration and knowledge sharing can result in fresh views and creative thinking. Employee exposure to a variety of information sources and opposing opinions can also result in the development of original ideas and solutions. Furthermore, information sharing may promote an environment where staff members are urged to experiment, take calculated risks, and learn from mistakes—all of which are essential components of innovation.

Second, information exchange can motivate staff to take initiative in putting creative ideas into practice. Employee confidence and drive to act can be increased when they feel free to share their expertise and thoughts. When employees are encouraged to communicate their thoughts and ideas, they are more likely to feel a sense of ownership and responsibility

for the organization's success. This sense of ownership and responsibility can motivate them to actively participate in innovation-related activities, such as implementing new procedures, goods, or services.

Sharing information may also improve the organization's overall intelligence. Employees may take use of each other's skills and abilities when they pool their knowledge and experience, which helps foster a collaborative and inclusive workplace. This may lead to stronger problem-solving skills, more resourcefulness, and better decision-making, all of which may encourage more innovative behavior among staff members.

These results have important implications for digital start-ups in Jakarta and beyond. Start-ups may foster an atmosphere that fosters employee invention and creativity by encouraging a culture of information sharing. A higher degree of innovation results, such as new goods, services, or business models, may arise from this. These outcomes may provide startups an advantage in the quickly developing digital market.

These results are consistent with earlier studies that emphasized the vital role that information sharing plays in fosteri3 innovation inside businesses. They contribute to the body of literature already in existence and advance our knowledge of 9w knowledge sharing can foster innovation behaviour in the specific context of digital entrepreneurship by concentrating on the relationship between knowledge sharing and innovation behaviour in the context of digital start-ups in Jakarta.

This study highlights the value of information sharing as a major force behind innovation in digital start-ups. Organizations may foster an atmosphere that fosters employee initiative and creativity by encouraging information sharing methods, which will increase the results of innovation.

c. Creativity and Employees' Innovation Behavior

This study shows that workers' innovative behavior in digital start-ups in Jakarta is positively and significantly influenced by creativity. According to this result, employees' participation in creative behaviors is likely to be positively influenced when they exhibit high levels of creativity.

First of all, the innovation process depends heavily on imagination. It entails coming up with fresh, creative concepts, exercising critical thought, and identifying novel solutions to issues. When it comes to solving problems or seeing opportunities, creative individuals are more inclined to think outside the box, investigate various options, and develop original ideas. As a result, creative employees are more likely to participate in innovative activities including coming up with fresh ideas, trying out novel strategies, and taking measured risks.

Second, creativity may encourage an innovative culture within the company. It is possible to foster creativity in a welcoming and inclusive atmosphere by encouraging employees to be creative and giving them the freedom to voice their ideas and thoughts. Employees that are creative are more likely to feel empowered, inspired, and involved in the innovation process, which increases the possibility that they will act in an innovative manner. Additionally, a culture that promotes and celebrates creativity may draw in and keep bright workers who have a propensity for creative thinking and actions.

Additionally, creativity may help people solve problems and make decisions more effectively, two crucial steps in the innovation process. Employees that are creative are more likely to approach problems from novel angles, come up with several solutions, and assess them critically. This may lead to better-informed and more carefully considered judgments, which may result in the effective adoption of novel concepts and methods.

These findings have important repercussions for digital start-ups and organizations in general. Organizations may develop an atmosphere that supports and fosters innovative behaviors by valuing and encouraging employee creativity. Higher levels of innovation outcomes, such as the creation of new goods, services, or processes, may arise from this. These developments may improve the competitiveness and sustainability of digital start-ups in a market that moves quickly and is always changing.

These results are in line with earlier studies that shown how creativity and innovation work well together in a variety of organizational environments. They lend even more credence to the idea that employee innovation habits are strongly influenced by creativity. By particularly studying the function of creativity in the context of digital start-ups in Jakarta, the findings of this study add to the body of literature and advance our knowledge of how creativity might drive innovative behaviors in the particular context of digital entrepreneurship.

The findings of this study demonstrate how creativity is important as a favorable and substantial predictor of workers' innovative behavior in digital start-ups. Employee participation in innovation behaviors is expected to rise in workplaces that value and encourage creativity, improving the consequences of innovation.

d. Mediating Role of Employee Creativity

It's interesting to note that this study's results demonstrate how creativity is a key and advantageous mediating factor in the relationship between information sharing and employees' innovation behaviour in Jakarta-based digital start-ups. According to this study, creativity serves as a mediator between information sharing and innovative behaviour.

First of all, this research suggests that information sharing is essential for fostering employees' creativity, which in turn affects their willingness to engage in creative activities. When employees have access to relevant information, resources, and expertise through knowledge sharing processes, it can fuel their creative thinking and problem-solving abilities. This may result in the development of original concepts, viewpoints, and solutions, which may then motivate staff members to innovate.

Secondly, creativity acts as a bridge that connects the knowledge sharing process with innovation behaviors. Creative employees are more likely to utilize the knowledge shared by their peers or colleagues effectively, transform it into new ideas, and actively engage in the implementation of innovative behaviors. Creativity enables employees to apply and integrate the shared knowledge in unique and original ways, leading to the development of innovative outcomes.

Also, there are important ramifications for digital start-ups from creativity's mediation function in the link between knowledge sharing and innovative behaviour. It argues that one tactic to increase staff members' engagement in creative behaviours is to build a culture of information sharing and innovation. Organizations that encourage open communication, collaboration, and sharing of knowledge among employees can create an environment that nurtures creativity, leading to higher levels of innovation outcomes.

Also, this discovery is consistent with earlier studies that have emphasised the mediating function of creativity in the relationship between knowledge sharing and innovation in diverse organisational contexts. It is in line with the idea that creativity is crucial for transforming learned habits into novel ones. The findings of this study contribute to the body of literature in that they provide insightful information about the mechanisms by which knowledge sharing influences innovation behaviours in the specific context of digital entrepreneurship by specifically examining the mediating role of creativity in the context of digital start-ups in Jakarta.

The findings of this study demonstrate how creativity plays a mediating role in the link between information sharing and workers' innovation behavior in digital start-ups. According to the research, encouraging information sharing and creativity might be useful tactics for encouraging innovative behaviors among staff members of digital start-ups.

V. IMPLICATIONS AND LIMITATIONS

A) Theoretical Implications

For the literature on information sharing, creativity, and invention in start-ups, the study's findings have major theoretical ramifications. At the beginning, this study contributes to the literature on the information-Based view (KBV) by providing empirical proof of the beneficial effects of information sharing on employees' creativity and inventive behaviour in start-ups. This lends credence to the KBV viewpoint, which highlights the strategic relevance of knowledge resources in affecting organizational results, particularly in the setting of start-ups.

Second, by emphasising the significance of creativity as a moderator in the relationship between knowledge sharing and inventive behaviour, this study contributes to the body of knowledge on creativity and innovation. This research implies that creativity is important in transforming shared information into new outputs. It emphasizes the significance of building a creative atmosphere that encourages the production of unique ideas, views, and solutions through information exchange, which can eventually drive innovation behaviors among start-up personnel.

Third, by examining the role that creativity and information sharing play in motivating innovative behaviours in the specific context of digital entrepreneurship in Jakarta, this research advances our understanding of start-ups. Start-ups operate in dynamic and fast-paced environments where innovation is frequently a vital success element. The study's findings shed light on the role of information sharing and creativity in driving innovative behaviors in the start-up setting, emphasizing the necessity for firms to build a culture that encourages knowledge sharing and fosters creativity among employees.

B) Practical Implications

The study's findings have practical consequences for start-up executives and management. To begin with, the beneficial effect of information sharing on workers' creativity and innovation behavior means that cultivating a culture of knowledge sharing inside the firm might improve employees' creative thinking and innovative behaviors. Startup leaders and managers should foster an environment in which workers are encouraged to share their expertise, ideas, and insights with one another,

such as through frequent team meetings, brainstorming sessions, and joint projects. This can allow the interchange of varied ideas and expertise, resulting in improved employee creativity and innovation.

Second, businesses should place more emphasis on actively encouraging and supporting employee creativity than just permitting knowledge sharing because creativity mediates the relationship between sharing of information and inventive behaviour. This may be accomplished by giving staff with tools and chances to engage in creative activities, such as training programs, seminars, and innovation challenges. Leaders and managers can also create a supportive and inclusive culture that encourages experimentation, risk-taking, and idea generation, which can foster employees' creativity and ultimately drive innovation behaviors in the start-up context.

Thirdly, the implications of this study highlight the importance of recognizing and leveraging the value of knowledge sharing and creativity in driving innovation behaviors, particularly in the dynamic and competitive environment of start-ups. Start-ups often face resource constraints and intense market competition, and fostering a culture that encourages knowledge sharing and creativity can provide them with a strategic advantage by promoting innovation and adaptability. Start-up leaders and managers can develop effective strategies and interventions to enhance employees' creativity and innovation capabilities, which can ultimately contribute to the success and sustainability of the start-up venture. By understanding the mediating role of creativity in the relationship between knowledge sharing and innovation behaviour.

C) Research Limitations

The limitations of this study should be acknowledged to ensure the appropriate interpretation of the findings. Firstly, the use of self-report measures may introduce potential biases, such as social desirability bias, where participants may provide responses that they perceive as favorable. Despite efforts to minimize biases through anonymous and confidential data collection procedures, the subjective nature of self-report measures may impact the accuracy and reliability of the data.

Secondly, common method bias, which refers to the potential bias arising from using the same method of data collection for all variables, could be a limitation in this study. The reliance on self-reported data for all variables, including knowledge sharing, creativity, and innovation behavior, may result in common method bias, leading to inflated associations between variables. Future studies could consider employing multiple data collection methods, such as objective measures or behavioral observations, to mitigate common method bias and enhance the validity of the findings.

Thirdly, Jakarta start-ups in Indonesia are the sole subject of the study. While this setting provides valuable insights into the context of digital start-ups in a dynamic and emerging market, the findings may not be fully generalizable to other contexts or populations. Cultural, organizational, and contextual factors may vary across different regions or industries, and caution should be exercised when extrapolating the findings to other settings.

There are several limitations that should be taken into account, despite the fact that this study adds to the literature by studying the mediating function of creativity in the relationship between knowledge sharing and innovative behaviour in start-ups. Issues include possible self-report biases, the existence of common technique bias, and the study's constrained scope to start-ups in Jakarta. Future research could address these limitations by employing diverse data collection methods, considering alternative measures, and exploring different settings to further validate and enhance the understanding of the relationships among knowledge sharing, creativity, and innovation behavior in start-up contexts.

VI. CONCLUSIONS AND SUGGESTIONS

A) Conclusions

The relationship between information sharing, creativity, and innovative behaviour in the setting of new firms is clarified by this study. The study's findings emphasize the significance of information sharing as a fundamental driver of creativity, which in turn improves workers' innovative behavior in start-up firms. The fact that creativity mediates the relationship between information sharing and innovation behaviour suggests that encouraging a culture of knowledge sharing may improve employee creativity, which in turn may have a positive impact on employees' innovation behaviour.

This study's theoretical implications add to the current literature by giving empirical evidence of creativity's mediation function in the link between information sharing and innovative behavior. The importance of information sharing in supporting employee innovation and creativity is emphasised in this conclusion, which supports and builds on past study findings in this area. It also emphasizes the necessity of thinking about creativity as a tool for influencing innovative behavior in start-up firms.

In practice, this study has significant consequences for start-up executives and management. The findings imply that encouraging employees to actively share their knowledge and ideas and establishing a supportive atmosphere for knowledge sharing might stimulate creativity, which in turn can drive innovative behavior. These findings can be used by startup leaders and managers to create strategies and initiatives that promote knowledge sharing and creativity among employees, such as

providing opportunities for collaborative learning, opening up channels for open communication and idea exchange, and recognizing and rewarding employees who actively contribute to knowledge sharing and innovation.

Finally, this study adds to our understanding of the link between information sharing, creativity, and innovation behavior in new businesses. The findings emphasize the need of cultivating a culture of information sharing in order to boost employee creativity, which may then favorably affect innovation behavior. This study's theoretical and practical implications are helpful for both scholars and practitioners interested in boosting creativity in start-up firms.

B) Suggestions

Our understanding of the relationship between information sharing, creativity, and innovation behaviour in new enterprises may be improved by further research in this area. Here are some research ideas for the future:

1. Longitudinal studies: Longitudinal research conducted over time may give insights into the dynamic nature of the link between information sharing, creativity, and innovation behavior. Longitudinal study can assist in determining the causal link between these factors and providing insight into how they may evolve over time.
2. Comparative studies: Comparing start-up firms to established organizations or businesses from various industries or cultural contexts may give insight into how the link between knowledge sharing, creativity, and innovation behavior varies across organizational settings. Comparative research can aid in the identification of contextual elements that may impact the intensity and direction of this relationship.
3. Mixed-methods research: Using mixed-methods study designs that incorporate quantitative and qualitative data might give a more thorough understanding of the factors that influence creativity and innovative behavior. Qualitative data can give insights into underlying processes, environmental circumstances, and human experiences that quantitative metrics alone may not convey.
4. Experimental studies: It may be possible to find more proof of a causal relationship between knowledge sharing, creativity, and inventive behaviour by conducting experiments using relevant components, such as information sharing therapies or creativity training programmes. Experimental research can aid in the establishment of cause-and-effect correlations and give insight into the efficacy of interventions targeted at increasing knowledge exchange, creativity, and innovation in start-up firms.
5. Multi-level studies: Exploring the link between information sharing, creativity, and innovation behavior at several levels of analysis, such as individual, team, and organizational, might give insights into how these factors interact and impact one other at various levels of the organization. Multi-level research can aid in capturing the complex dynamics of information exchange, creativity, and innovation behavior in new businesses.

Future research in this area can build upon the findings of this study and further advance our understanding of the role of knowledge sharing, creativity, and innovation behavior in the context of start-up organizations. By addressing the limitations of this study and conducting further research, we can continue to contribute to the knowledge base in this area and provide valuable insights for practitioners and researchers alike.

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