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# The Influence of Leadership Humility, Work Engagement, and Monetary Rewards on Employee Creativity with Knowledge Sharing as a Mediating Variable (A Study at PT Kimia Farma Trading & Distribution Madiun)

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**Abstract**

*One of the key factors of marketing success at PT Kimia Farma Trading & Distribution Madiun, which operates in the distribution and trading of health products, is employee creativity. Considering the importance of employee creativity, companies must be able to understand the various factors that encourage employee creativity. This study aims to empirically prove the influence of leadership humility, work engagement, and monetary rewards on employee creativity through the mediation of knowledge sharing among employees of PT Kimia Farma Trading & Distribution Madiun. The study population was all 67 employees of PT Kimia Farma Trading & Distribution Madiun in 2026. The entire population was sampled, so the sampling technique used was total sampling. The research instrument used a questionnaire. The data analysis technique used the Structural Equation Modeling-Partial Least Square (SEM-PLS) method. The results of the study show that: 1) Leadership humility, work engagement, and monetary rewards do not directly influence employee creativity, 2) Leadership humility, work engagement, and monetary rewards directly influence knowledge sharing, 3) Knowledge sharing directly influences employee creativity, 4) Knowledge sharing mediates the influence of leadership humility and monetary rewards on employee creativity with fully mediated, 5) Knowledge sharing does not mediate the influence of work engagement on employee creativity among employees of PT Kimia Farma Trading & Distribution Madiun.*

**Keywords: Leadership Humility, Work Engagement, Monetary Rewards, Employee Creativity, Knowledge Sharing.**



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## INTRODUCTION

In the competitive digital era, every organization is required to make new breakthroughs in their products or services through creativity and innovation to maintain their business existence. This aligns with the view of Zimmerer and Scarborough in Mangundjaya (2024), which emphasizes the importance of creativity as a valuable asset in facing global competition to generate innovative solutions. For companies in the marketing and distribution sector like PT Kimia Farma Trading and Distribution Madiun, employee creativity is crucial for developing original marketing strategies to attract consumers and differentiate products from competitors because, according to Jatmiko (2025), creativity helps identify unmet customer needs. However, internal data shows significant fluctuations in sales performance from 2020 to 2025, where the impact of the pandemic occurred in 2021 and sales decreased again by sixteen percent in 2025, indicating problems in employee marketing performance.

Given the importance of employee creativity, which according to Aschauer, Haim, and Weber (2021) and Rumani (2025) is the root of innovation and corporate competitive advantage, management must understand its driving factors. Based on the literature review, employee creativity is influenced by several managerial and psychological factors, such as leadership humility, work engagement, and monetary rewards. Leadership humility according to Ali (2020) is leadership that is wise, caring, and sincere. Humble leaders recognize their own limitations, so that according to Hutahayan (2020) and Amir (2021), they are able to encourage subordinates to exchange information openly in a safe environment. This leadership style is also explained by Owens and Hekman (2013) in Sucipta et al. (2023) as a method of leading from the ground up, which has been proven to have a positive effect on employee creativity in studies by Tomanda and Yulianti (2021) and Syaputra and Berliyanti (2024), although Fujii (2025) found different results.

In addition to leadership, creativity is also related to work engagement, which is defined by Schaufeli and Bakker in Hermanto and Srimulyani (2020) as a fulfilling work state of mind characterized by vigor, dedication, and absorption. According to Hutahayan and Riza (2024), employees with high work engagement will feel more comfortable contributing to new ideas, which is empirically supported by Efendy, Jatmiko, and Hendratmoko (2024) and Tanoto and Soenyoto (2024), although countered by Hanan, Dalimunthe, and Absah (2024). Extrinsic components such as monetary rewards, which according to Wahyanto and Sidabutar (2022) and Cahyadi et al. (2024) take the form of financial compensation such as base salary, allowances, and bonus schemes, are also considered by Nurfitriani (2022) to be capable of directing creative team actions. This is reinforced by research from Rikhad,



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Hidayati, and Yaman (2024) and Mdhlalose (2024), although Amiruddin and Muslimin (2025) state there is no significant effect.

On the other hand, employee creativity cannot be separated from knowledge sharing activities, which according to James W. Elston in Sunarjo (2024) constitute an activity of transferring knowledge between teams. Park and Kim in Lewaherilla et al. (2021) add that knowledge sharing acts as a trigger for new ideas that shape employee creativity, which is supported by the findings of Gumelar and Fajri (2024) and Jasmine, Basrowi, and Khaeruman (2024). Through the synthesis of various previous studies, knowledge sharing is positioned as a full mediating variable because leadership humility, work engagement, and monetary rewards are proven to have a strong correlation in driving employee intentions to share information, which ultimately leads to an increase in creativity.

The existence of a research gap in the form of differing findings from previous researchers regarding the direct relationship of these variables to creativity serves as the primary foundation for the researcher to conduct this in-depth study titled "The Influence of Leadership Humility, Work Engagement, and Monetary Rewards on Employee Creativity with Knowledge Sharing as a Mediating Variable (A Study on Employees of PT Kimia Farma Trading and Distribution Madiun)".

## THEORETICAL REVIEW

The theoretical review in this study begins with the leadership humility variable, which according to Ali (2020) is defined as leadership that prioritizes non-arrogant, wise, patient, caring, and sincere behaviors. This view is reinforced by Riantoputra (2023), who states that humble leaders have an accurate understanding of their strengths and weaknesses, as well as Owens and Hekman (2013) in Sucipta et al. (2023), who define it as a method of leading from the ground to provide growth space for team members. To measure this variable, Owens et al. (2013) in Natria, Yasmina, and Riantoputra (2023) establish three main indicators: the willingness to view oneself accurately, which is demonstrated by the leader's acknowledgment of limitations; appreciation of others' strengths and contributions through sincere praise; and teachability or openness to learning, where the leader is willing to receive feedback and be taught by subordinates regarding new things such as operational applications.

The second variable is work engagement, which is explained by Robbins and Judge (2015) as the degree to which an employee psychologically identifies with their job. In addition, Kahn in shadow of Abdillah et al. (2020) formulates it formally as the simultaneous employment and expression of an organization member's preferred self in task roles physically, cognitively, and emotionally. Based on the concept of Schaufeli et al. in Sahir et al.



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(2020), this attachment variable is measured through three dimensional indicators: vigor or spirit characterized by high energy levels and mental resilience; dedication shown through enthusiasm and pride toward tasks; and absorption or engagement marked by full concentration and totality of work so that time passes quickly.

The third variable is monetary rewards, which according to Kaswan (2019) and Tinambunan (2023) is understood as financial compensation or an amount of cash handed over by the company to employees in return for the services and labor they have contributed. Cahyadi et al. (2024) add that this monetary reward covers all rewards with financial value accumulated in the employee's total remuneration. To measure this variable, the indicators used refer to the opinion of Afandi (2018), adapted to the real conditions of the research object, including monthly base salary and wages, incentives or additional bonuses when achieving targets, operational allowances such as meal and transport allowances, and pay that employees still receive when not entering work due to illness with a valid doctor's note or valid special permission.

The fourth variable acting as a mediator is knowledge sharing, which is interpreted by Jacobson in Probosari and Siswanti (2021) as an interaction of knowledge exchange where one party communicates information and the other party assimilates it. Henttonen et al. in Istikomah, Priadana, and Hadian (2024) complement it as a process of exchanging skills or insights to build mutual understanding formally or informally. The measurement of this variable is based on indicators according to Matzler et al. in Subyantoro, Hikmah, Puspitaningrum, and Nasrulloh (2024), which include embrained knowledge in the form of sharing job descriptions based on cognitive abilities; embodied knowledge in the form of willingness to share technical distribution procedures; encultured knowledge through the dissemination of work culture values; embedded knowledge embedded in standardized work routines; and encoded knowledge in the form of digital documents or written instructions.

The fifth variable as the dependent variable is employee creativity, which according to Yudhanto (2024) as well as Enas, Sukmara, Bastaman, and Tauhid (2025) is formulated as an employee's expertise to generate unique ideas and find new ways of looking at problems as opportunities. Amabile and Pratt (2024) along with Zhang and Zhu (2024) define it as the result of a dynamic interaction between motivation, expertise, and the willingness to think differently to generate original solutions that can be applied to boost organizational performance. Indicators to measure this creativity refer to the opinion of Sudarmanto et al. (2022), consisting of thinking fluency to generate many new ideas quickly, thinking flexibility to adapt to new administrative methods, originality in creating unique


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independent ideas, and elaboration as the ability to plan idea implementation steps maturely and deeply.

## METHOD

### Research Design

This study employs a quantitative explanatory research design to investigate causal relationships between variables. The primary objective is to empirically validate the influence of leadership humility, work engagement, and monetary rewards on employee creativity, mediated by knowledge sharing, among employees at PT Kimia Farma Trading & Distribution Madiun.

### Setting and Study Population

The study is conducted at PT Kimia Farma Trading & Distribution Madiun, involving the entire population of sixty-seven employees across various departments, including operations, warehouse, sales, marketing, and administration. The population was selected because these employees are directly involved in the company's daily trading and distribution activities, making them the primary source for understanding operational creativity and knowledge dynamics within the firm.

### Sampling Technique Procedure

A saturated sampling technique, also known as total sampling, is utilized in this research. Given the relatively small size of the population, all sixty-seven employees are included as the research sample to ensure comprehensive and representative data collection regarding the operational dynamics of the Madiun branch.

### Instruments

Instruments Five instruments rated on a 4-point Likert scale response format of Strongly Disagree, Disagree, Agree, and Strongly Agree were used for data collection. Leadership Humility Questionnaire based on Ali (2020) was used to measure employees' perceptions of their leader's humble approach that prioritizes team and organizational interests over personal ego.

It operates using indicators according to Owens et al. (2013) as cited in Natria, Yasmina, and Riantoputra (2023) which include willingness to view oneself accurately, appreciation of others' strengths and contributions, and teachability or modeling teachability.


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**Work Engagement** Scale based on Bija, Hamidah, and Tunas (2021) was used to evaluate individual positive attitudes and attachment toward the organization. It measures three dimensional indicators according to Schaufeli et al. as cited in Sahir et al. (2020) which comprise vigor, dedication, and absorption.

**Monetary Rewards** Scale derived from Kaswan (2019) was used to assess cash-based financial compensation provided to employees as an exchange for their labor. It adopts indicators from Afandi (2018) which include wages and salaries, incentives, allowances, and pay during permissible absences.

**Knowledge Sharing Questionnaire** based on Jacobson as cited in Probosari and Siswanti (2021) was used to evaluate the dynamic exchange and assimilation of insights among peers. It encompasses five categories according to Matzler et al. as cited in Subyantoro, Hikmah, Puspitaningrum, and Nasrulloh (2024) which include embrained knowledge, embodied knowledge, encultured knowledge, embedded knowledge, and encoded knowledge.

**Employee Creativity** Scale derived from Amabile and Pratt (2024) was used to determine an individual's ability to generate unique and applicable solutions by re-processing corporate elements. It is evaluated through four metrics established by Sudarmanto et al. (2022) consisting of fluency of thinking, flexibility of thinking, originality, and elaboration.

## Data Collection

Primary data is obtained directly from employees through the distribution of physical and online questionnaires. Secondary data is gathered through internal company documents, organizational archives, and relevant literature to provide a factual foundation for the analysis. Data analysis is performed using Structural Equation Modeling with Partial Least Square (SEM-PLS) to test the hypotheses.

## Data Analysis

SmartPLS was used to analyze data collected. Both descriptive and inferential statistics were collected. The hypothesis was tested using partial least squares structural equation modeling analysis and accepted at $p < .001$ level of significance.



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## RESULTS

**Table 1. Profile of Research Respondents**

| Category | Sub-Category | Frequency | Percentage (%) |
|---|---|---|---|
| **Age** | Less than 25 Years | 5 | 7.5 |
| | 25 to 35 Years | 33 | 49.3 |
| | 35 to 45 Years | 21 | 31.3 |
| | Above 45 Years | 8 | 11.9 |
| **Gender** | Male | 38 | 56.7 |
| | Female | 29 | 43.3 |
| **Education** | High School / Vocational | 39 | 58.2 |
| | Diploma | 15 | 22.4 |
| | Bachelor Degree (S1) | 13 | 19.4 |
| **Tenure** | Less than 3 Years | 32 | 47.8 |
| | 3 to 5 Years | 26 | 38.8 |
| | More than 5 Years | 9 | 13.4 |
| **Job Position** | Operational Officer | 8 | 11.9 |
| | Sales and Marketing | 32 | 47.8 |
| | Administration and HR | 8 | 11.9 |
| | Warehouse Operator | 3 | 4.5 |
| | Driver / Courier | 10 | 14.9 |
| | Finance and Accounting | 6 | 9.0 |
| **Total** | | **67** | **100.0** |


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Table 1 presents respondent profile analysis indicates that the workforce at PT Kimia Farma Trading and Distribution Madiun is predominantly characterized by male employees, individuals aged between 25 and 35 years, those with a high school or vocational education background, and staff with less than three years of tenure, primarily concentrated within the Sales and Marketing department. This structural composition directly reflects the highly operational and mobile nature of the pharmaceutical distribution sector, which demands physical capabilities, rapid digital adaptation among a millennial-dominated cohort, and intensive field-level distribution to healthcare facilities. These demographic characteristics provide a critical baseline for understanding how leadership humility, work engagement, and financial rewards function in shaping collective knowledge sharing and individual creative capacity within a fast-paced, distribution-oriented corporate environment.

**Testing the hypothesis**

Leadership humility, work engagement, and monetary rewards will significantly predict employee creativity through the mediating role of knowledge sharing among employees at PT Kimia Farma Trading & Distribution Madiun. The hypotheses were tested using partial least squares structural equation modeling (PLS-SEM) and the results are presented in Tables 2a-d.

**Table 2a: Measurement Model Quality (Outer Model Validation)**

| Construct | Indicator | Outer Loading | AVE | Composite Reliability | Cronbach's Alpha | Status |
|---|---|---|---|---|---|---|
| Leadership Humility (X1) | X1.1<br>X1.2<br>X1.3 | 0.905<br>0.810<br>0.853 | 0.734 | 0.892 | 0.818 | Valid and Reliable |
| Work Engagement (X2) | X2.1<br>X2.2<br>X2.3 | 0.846<br>0.766<br>0.876 | 0.690 | 0.870 | 0.775 | Valid and Reliable |
| Monetary Rewards (X3) | X3.1<br>X3.2<br>X3.3<br>X3.4 | 0.792<br>0.875<br>0.831<br>0.799 | 0.680 | 0.895 | 0.843 | Valid and Reliable |


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| | | | | | | |
|---|---|---|---|---|---|---|
| Knowledge Sharing (Z) | Z.1<br>Z.2<br>Z.3<br>Z.4<br>Z.5 | 0.880<br>0.797<br>0.866<br>0.892<br>0.866 | 0.741 | 0.934 | 0.912 | Valid and Reliable |
| Employee Creativity (Y) | Y.1<br>Y.2<br>Y.3<br>Y.4 | 0.866<br>0.752<br>0.882<br>0.844 | 0.702 | 0.904 | 0.858 | Valid and Reliable |

**Table 2b: Structural Model Evaluation (Inner Model)**

| Endogenous Variable | R-Square | Predictive Relevance (Q Square) | Power Classification |
|---|---|---|---|
| Knowledge Sharing (Z) | 0.757 | | Strong / Robust |
| Employee Creativity (Y) | 0.849 | 0.963 | Strong / Robust |

**Table 2c: Path Coefficients and Direct Hypothesis Testing**

| Hypothesis | Direct Path Relationship | Path Coefficient (Beta) | T-Statistic | P-Value | Result |
|---|---|---|---|---|---|
| H1 | Leadership Humility (X1) to Employee Creativity (Y) | -0.043 | 0.333 | 0.739 | Rejected |
| H2 | Work Engagement (X2) to Employee Creativity (Y) | -0.004 | 0.027 | 0.978 | Rejected |


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| | | | | | |
|---|---|---|---|---|---|
| H3 | Monetary Rewards (X3) to Employee Creativity (Y) | 0.286 | 1.941 | 0.053 | Rejected |
| H4 | Leadership Humility (X1) to Knowledge Sharing (Z) | 0.406 | 3.661 | less than 0.001 | Supported |
| H5 | Work Engagement (X2) to Knowledge Sharing (Z) | 0.366 | 1.990 | 0.047 | Supported |
| H6 | Monetary Rewards (X3) to Knowledge Sharing (Z) | 0.579 | 4.651 | less than 0.001 | Supported |
| H7 | Knowledge Sharing (Z) to Employee Creativity (Y) | 0.488 | 4.666 | less than 0.001 | Supported |

**Table 2d: Indirect Path Coefficients and Mediation Testing**

| Hypothesis | Indirect Path Relationship | Path Coefficient (Beta) | T-Statistic | Mediation Type | Result |
|---|---|---|---|---|---|
| H8 | X1 to Knowledge Sharing (Z) to Y | 0.249 | 2.717 | Full Mediation | Supported |
| H9 | X2 to Knowledge Sharing (Z) to Y | -0.013 | 0.224 | No Mediation | Rejected |
| H10 | X3 to Knowledge Sharing (Z) to Y | 0.212 | 1.989 | Full Mediation | Supported |

Tables 2a-d show the result of the PLS-SEM analysis carried out to determine if leadership humility, work engagement, and monetary rewards predict employee creativity with knowledge sharing as a mediating variable among employees at PT Kimia Farma Trading & Distribution Madiun. The structural model analysis revealed that the predictors


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significantly predicted the endogenous variables, accounting for 75.7 percent of the variance in knowledge sharing (R Square = 0.757) and 84.9 percent of the variance in employee creativity (R Square = 0.849), while the overall model predictive relevance was robust (Q Square = 0.963).

Regarding direct pathways, the results indicate that leadership humility (Beta = -0.043, t = 0.333, p greater than 0.05), work engagement (Beta = -0.004, t = 0.027, p greater than 0.05), and monetary rewards (Beta = 0.286, t = 1.941, p greater than 0.05) do not directly predict employee creativity. However, they significantly and positively predict knowledge sharing (Beta = 0.406, t = 3.661, p less than 0.001; Beta = 0.366, t = 1.990, p less than 0.05; and Beta = 0.579, t = 4.651, p less than 0.001, respectively). In turn, knowledge sharing directly and strongly predicts employee creativity (Beta = 0.488, t = 4.666, p less than 0.001).

Crucially, the mediation analysis demonstrates that knowledge sharing fully mediates the relationship between leadership humility and employee creativity (indirect Beta = 0.249, t = 2.717, p less than 0.01) as well as between monetary rewards and employee creativity (indirect Beta = 0.212, t = 1.989, p less than 0.05). However, knowledge sharing does not mediate the path from work engagement to employee creativity (indirect Beta = -0.013, t = 0.224, p greater than 0.05). These findings indicate that leadership humility and financial compensation do not directly trigger workplace innovation; rather, they require the active operationalization of a knowledge-sharing climate to foster genuine employee creative capacities. This partially supported the hypotheses.

## DISCUSSION

The empirical findings demonstrate that knowledge sharing has a direct, positive, and significant impact on employee creativity at PT Kimia Farma Trading and Distribution Madiun. This indicates that a higher frequency of knowledge exchange among organizational members directly elevates their creative output. Methodologically, this outcome corroborates the theoretical framework by Park and Kim in Lewaherilla et al. (2021), which positions knowledge sharing as an essential cognitive catalyst that builds new insights and establishes a collaborative work climate. When personnel actively circulate information, they break individual operational boundaries, absorb fresh workplace perspectives, and lower their resistance to taking innovative risks. This conclusion is heavily supported by previous empirical literature, aligning with the findings of Gumelar and Fajri (2024) as well as Jasmine, Basrowi, and Khaeruman (2024), who confirmed that robust knowledge sharing consistently fosters organizational creativity. At this specific branch, the active translation


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of task descriptions helps resolve logistical bottlenecks, directly driving operational fluency and generating highly original ways to improve medicine distribution procedures.

Furthermore, the structural analysis proves that knowledge sharing plays a full mediating role in connecting leadership humility to employee creativity. This complete mediation signifies that while a humble leadership style is highly valued, it cannot directly alter creative output unless it actively stimulates a climate of collective knowledge exchange. Statistically, leadership humility exerts its influence indirectly, acting as an antecedent that builds psychological safety and trust, which subsequently encourages staff to share skills without fear of negative evaluation. This collaborative interaction provides the necessary strategic insights and innovative perspectives required to devise unique problem-solving approaches. This pathway is strongly supported by previous studies from Syaputra and Berliyanti (2024) and Fujii (2025), which demonstrated that humble leaders successfully build team innovation by first maximizing the open flow of information and shared experiences among subordinates.

In sharp contrast to the leadership pathway, the study reveals that knowledge sharing completely fails to mediate the relationship between work engagement and employee creativity. The direct testing confirms that while work engagement significantly strengthens knowledge sharing, it possesses no significant direct or indirect path to employee creativity. This non-significant mediating effect occurs because the act of sharing information does not inherently guarantee the generation of highly original or creative breakthroughs. In highly regulated pharmaceutical sectors, highly engaged personnel often channel their energy, dedication, and concentration strictly into fulfilling standardized, routine operational procedures. Consequently, the knowledge shared under these conditions frequently consists of conventional, pre-existing organizational practices rather than novel, paradigm-shifting ideas. This particular outcome supports the empirical evidence presented by Zaharanura and Sridadi (2025), who proved that knowledge sharing does not bridge engagement and innovative output, although it contradicts the findings of Elamin et al. (2024) and Welia and Tannady (2026).

Finally, the statistical model demonstrates that knowledge sharing acts as a full mediator between monetary rewards and employee creativity. Financial incentives, such as performance bonuses and target-based commissions, do not directly stimulate individual creative expressions within this sample. Instead, monetary rewards operate as powerful extrinsic motivators that explicitly incentivize employees to overcome individual competitiveness and actively engage in collaborative behavior. This financial validation encourages personnel to openly exchange technical procedures, operational insights, and skills, creating a dynamic discussion space where separate perspectives are cross-pollinated



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into original solutions. This empirical pathway aligns closely with previous research by Syaputra and Berliyanti (2024) and Fujii (2025), which validated that corporate financial rewards translate into enhanced employee creativity primarily by optimizing the underlying knowledge-sharing infrastructure of the organization.

## CONCLUSION

Based on the empirical analysis, it can be concluded that knowledge sharing acts as the ultimate core determinant of employee creativity at PT Kimia Farma Trading and Distribution Madiun. The structural model demonstrates that leadership humility, work engagement, and monetary rewards do not exert any direct influence on employee creativity. Instead, both leadership humility and monetary rewards successfully trigger and maximize employee creativity through the full mediation of knowledge sharing, whereas work engagement fails to achieve any indirect creative impact through this path.

### Recommendations

To optimize employee creativity, the management of PT Kimia Farma Trading and Distribution Madiun must proactively nurture a sustainable culture of knowledge sharing across all operational units. Branch managers and team leaders should enhance their leadership humility by actively appreciating the unique strengths of subordinates, welcoming constructive feedback, and modeling a collaborative learning attitude. Furthermore, the company needs to re-evaluate and align its monetary rewards system by introducing financial incentives that explicitly reward collaborative problem-solving and the open exchange of operational insights.

Additionally, the management should systematically adjust work engagement strategies and structural resources to move beyond mere compliance with routine procedures. Employees should be given sufficient autonomy, time, and dedicated platforms to actively discuss and implement innovative ideas without psychological fear of failure. Technical allowances, particularly transport and meal subsidies, must also be reviewed to meet the real field-level needs of the distribution and sales force, thereby transforming basic employee satisfaction into proactive creative contribution.

### Limitations and suggestions for further study

This study is inherently limited by its exclusive reliance on closed-ended questionnaires for primary data collection and its focus on a restricted set of variables


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consisting of leadership humility, work engagement, monetary rewards, and knowledge sharing. Future researchers are strongly encouraged to deploy a mixed-methods approach incorporating in-depth interviews and field observations to achieve a more comprehensive qualitative analysis. Moreover, subsequent studies should expand the structural framework by integrating other critical organizational antecedents such as job crafting, perceived organizational support, work motivation, and job satisfaction across highly diversified corporate environments.

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