

## **The Impact of Creativity, Leadership, Networking, and Organizational Innovation toward Organizational Performance on Content Creator Agency in Surabaya**

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### **ABSTRACT**

This study examines the impact of creativity, leadership, networking, and organizational innovation on organizational performance among digital content creators in Surabaya. As the creative digital economy grows rapidly, content creators face intense competition that demands not only creativity but also strategic management capabilities. Creativity is essential in producing unique and engaging content, while leadership shapes vision, direction, and motivation. While leadership provides direction and motivation for sustainable growth. Networking enables collaboration with peers, platforms, and clients, expanding market reach and resource access. Organizational innovation, meanwhile, drives continuous improvement in content, processes, and business models. Using a quantitative approach, data were collected from digital content creators operating in Surabaya and analyzed to test the relationships between the proposed variables. The findings are expected to highlight how these four strategic management dimensions contribute to enhanced organizational performance in the creative digital sector. This study provides both theoretical insights and practical implications for entrepreneurs, policymakers, and educators to strengthen the competitiveness of local digital content creators.

**Keywords:** Creativity, Leadership, Networking, Organizational Innovation, Organizational Performance, Digital Content Creator

### **RESEARCH BACKGROUND**

The digital content economy has witnessed exponential growth worldwide and in Indonesia is no exception. In Surabaya, the demand for skilled content creators has surged, driven by brands' increasing reliance on digital platforms to engage audiences. Agencies supporting these creators, ranging from social media firms to influencer marketing boutiques, are pivotal in facilitating creative output, client relationships, and strategic growth. Yet, to maintain relevance in this rapidly evolving landscape, content creator agencies must continually enhance their organizational performance. Creativity plays a central role in this industry, as innovative narratives, visuals, and formats determine audience engagement and client satisfaction. Research has shown that creativity contributes significantly to organizational performance by enabling the development of novel solutions and sustainable competitive advantages (Yong et al., 2020). In the context of content creator agencies, the ability to consistently generate unique and appealing content is a key differentiator in an increasingly crowded marketplace.

Leadership also exerts a critical influence on how agencies manage creativity and performance. Transformational and digital leadership styles, in particular, help shape vision,

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motivate teams, and foster adaptability. Recent findings confirm that leadership capable of supporting creativity and innovation positively impacts performance by aligning employees' skills with strategic goals (Shafique et al., 2020). For content creator agencies, leadership that provides both strategic direction and creative freedom is essential to sustain competitiveness. Networking is another important aspect in the creative ecosystem. Agencies often rely on connections with clients, influencers, partners, and platforms to expand opportunities and resources. Networks facilitate collaboration, knowledge exchange, and market access, elements that strengthen competitiveness in fast-moving digital environments. Studies in creative industries suggest that collaboration within networks enhances firm innovation and contributes to business growth (Ferriani & Cattani, 2021). For agencies in Surabaya, active networking is not only a means of securing projects but also a driver of reputation and visibility.

Equally significant is organizational innovation, which encompasses the adoption of new processes, services, and business models. Agencies that embrace innovation, whether in campaign strategies, monetization methods, or operational practices, are better equipped to adapt to the dynamic demands of digital platforms and shifting consumer behaviors. Evidence indicates that organizational innovation, when integrated with creativity and effective leadership, strengthens performance and competitiveness in dynamic industries (Oke et al., 2022).

Despite the evident relevance of these four factors, their combined impact on organizational performance in content creator agencies has received limited scholarly attention, particularly within the Surabaya context. The city's growing role as a creative hub underscores the importance of examining how creativity, leadership, networking, and organizational innovation interact to influence performance.

## **IMPORTANCE OF THIS STUDY**

This study is important because it addresses the growing demand for content creator agencies in Surabaya, where competition in the digital creative industry is intensifying. Despite their increasing role in connecting brands and audiences, limited research has explored how these agencies can strengthen organizational performance in such a dynamic environment. By examining key drivers that contribute to competitiveness and sustainability, this research not only enriches the strategic management literature in creative sectors but also provides practical insights. The findings are expected to guide agency leaders in formulating strategies to enhance effectiveness, adaptability, and long-term growth.

## **LITERATURE REVIEW**

### Creativity

Creativity is widely recognized as a central driver of competitive advantage in the creative industries, particularly within content creator agencies. In an era where digital platforms dominate, creativity enables agencies to craft engaging content that resonates with audiences and differentiates brands in crowded markets. Research shows that creativity is

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linked to higher levels of audience engagement and brand loyalty, as innovative content tends to capture consumer attention more effectively (Tafesse & Dayan, 2023). In the context of organizational performance, creativity not only fuels novel content but also shapes strategic positioning. Peres et al. (2024) argue that the creator economy thrives on the continuous generation of unique ideas, making creativity indispensable for sustaining growth and relevance. Furthermore, Wies et al. (2023) emphasize that creative output significantly influences consumer perceptions, especially when creators balance originality with audience preferences.

Content creator agencies must also manage the tension between creative freedom and platform dynamics. Hödl and Myrach (2023) highlight that while algorithms and monetization models impose constraints, agencies that foster creativity can better adapt to these structural challenges. Lou and Zhou (2024) further stress that creative storytelling and authentic expression are critical to building strong, trust-based relationships with audiences. Overall, the literature indicates that creativity is not merely an artistic endeavor but a strategic resource for content creator agencies. By cultivating environments that encourage originality and innovation, agencies in Surabaya and beyond can enhance both organizational performance and long-term sustainability.

## Leadership

Leadership plays a pivotal role in shaping organizational performance, particularly in industries characterized by rapid change and high creativity demands, such as content creator agencies. Effective leadership provides vision, guidance, and support, which are critical for sustaining innovation and motivating creative teams. Research indicates that leadership styles significantly influence team collaboration and performance outcomes. For instance, transformational leadership, which emphasizes inspiration and intellectual stimulation, has been shown to enhance creative engagement and organizational adaptability (Li et al., 2020). In the creator economy, where flexibility and originality are key, leaders must balance creative autonomy with strategic direction. Studies suggest that empowering leadership enhances job satisfaction and fosters a culture of innovation, which is essential in creative organizations (Lee et al., 2022). Moreover, ethical and authentic leadership are increasingly recognized as vital in building trust with both employees and external stakeholders, including audiences and brand partners (Newman et al., 2020).

Leadership in content creator agencies also extends beyond internal team management to external networking and partnerships. According to Tafesse and Dayan (2023), leaders who actively engage in platform relationships and brand collaborations can secure better opportunities for their agencies. This highlights the multifaceted nature of leadership in the digital creative sector, where vision, adaptability, and relational skills converge. Overall, literature emphasizes that leadership is not merely about authority but about cultivating an environment where creativity thrives, collaboration deepens, and organizational goals align with the dynamic demands of the content creator industry.

## Networking

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Networking is a crucial factor for organizational success, particularly in industries that rely on collaboration, visibility, and audience engagement, such as content creator agencies. Effective networking provides access to resources, partnerships, and opportunities that can significantly enhance organizational performance. Research shows that professional networks are essential for expanding reach, sharing knowledge, and sustaining competitiveness in dynamic markets (Del Brío & Lloréns-Montes, 2021). In the context of the creator economy, networking extends beyond traditional business ties to include digital communities and social media ecosystems. Tafesse and Dayan (2023) highlight that creators who actively engage in digital networking through frequent interactions and collaborations are more likely to achieve higher audience engagement. Similarly, Wies et al. (2023) found that creators with strategically managed follower networks, particularly those that balance scale and intimacy, drive stronger consumer responses.

Networking also influences innovation and adaptability. Research indicates that diverse networks expose organizations to new perspectives, which can stimulate creative problem-solving and innovation (Rodríguez-López et al., 2022). For content creator agencies, this means that collaboration with different stakeholders—such as brands, influencers, and platforms—can spark new content ideas and strategies. Moreover, networking supports credibility and reputation building, which are crucial in industries where authenticity and trust play a key role (Lou & Zhou, 2024). Overall, literature suggests that networking in content creator agencies functions as both a strategic and creative resource. It enhances visibility, fosters innovation, and strengthens the relational capital necessary for sustainable organizational performance.

## Organizational Innovation

Organizational innovation has become a critical determinant of success in dynamic industries, particularly for content creator agencies that operate within the fast-paced digital economy. Innovation within organizations is not limited to technological advancement but also involves processes, business models, and creative practices that enable firms to adapt and grow. According to Peres et al. (2024), the creator economy thrives on continuous innovation, as agencies must constantly develop new formats and strategies to maintain audience engagement and relevance.

Organizational innovation also enhances adaptability in responding to platform changes and shifting consumer behaviour. Bleier et al. (2024) argue that content creator agencies must innovate their organizational structures and monetization models to effectively collaborate with brands and platforms. This adaptability ensures long-term sustainability in a competitive ecosystem. Similarly, Rodríguez-López et al. (2022) highlight that firms with strong innovation capabilities, supported by diverse networks, are more likely to introduce novel solutions that improve performance. Innovation is also closely tied to culture and leadership. Lee et al. (2022) emphasize that leadership which empowers employees fosters a culture of experimentation, which is vital in creative industries. For agencies in Surabaya, fostering such a culture can result in distinctive content strategies that resonate with local and global audiences. Lou and Zhou (2024) further add that authentic and innovative content strategies strengthen trust with audiences, enhancing organizational credibility. Organizational innovation in content creator

agencies enables sustainable performance by driving creativity, adaptability, and stronger connections with stakeholders.

## Organizational Performance

Organizational performance is a fundamental construct in strategic management, reflecting the effectiveness of an organization in achieving its goals and sustaining competitive advantage. In creative industries such as content creator agencies, performance is influenced not only by financial outcomes but also by audience engagement, brand collaborations, and innovation capacity. According to Richard et al. (2021), organizational performance encompasses both financial and non-financial dimensions, including customer satisfaction and market adaptability. This multidimensionality is highly relevant for agencies operating in the creator economy, where visibility and trust are as important as revenue. The literature also highlights the role of strategic practices in enhancing performance. Tafesse and Dayan (2023) demonstrate that content sharing frequency and audience interaction drive performance outcomes on digital platforms. Similarly, Wies et al. (2023) emphasize that influencer credibility and follower dynamics significantly shape engagement, which directly contributes to organizational success.

Moreover, organizational performance is closely tied to innovation and leadership. Peres et al. (2024) note that creator economy organizations that embrace continuous innovation are better positioned to sustain performance over time. Leadership practices that foster empowerment and creativity also improve performance by enhancing team motivation and adaptability (Lee et al., 2022). For agencies in Surabaya, organizational performance is particularly critical given the rapid growth of the creative sector and increasing competition. Sustaining performance requires a balance between creative output, strategic networking, and audience trust, ensuring both short-term achievements and long-term sustainability.

## Creativity to Organizational Innovation and Performance

Creativity is a critical driver of both organizational innovation and performance. It provides the foundation for generating new and useful ideas, which organizations can transform into innovative products, services, or processes. When employees are encouraged to think creatively and supported with resources, innovation outcomes improve, including product differentiation, efficiency, and adaptability in dynamic markets. Creativity also directly influences performance by enhancing problem-solving, boosting employee engagement, and improving organizational flexibility.

Firms that integrate creativity into their culture tend to be more competitive and resilient, leading to stronger financial and non-financial performance outcomes. However, the link between creativity, innovation, and performance is influenced by contextual factors such as organizational support and market dynamism. Organizations that strategically foster creativity can maximize innovation capabilities and achieve sustainable performance advantages.

H1: Creativity has a positive and significant effect on Organizational Innovation

H2: Creativity has a positive and significant effect on Organizational Performance

## Leadership to Organizational Innovation and Performance

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Leadership plays a pivotal role in shaping organizational innovation and performance. Effective leaders create a vision, set strategic direction, and cultivate a culture that encourages experimentation and risk-taking. By empowering employees and providing psychological safety, leaders stimulate creativity, which is the foundation of innovation. Transformational and supportive leadership styles enhance knowledge sharing, collaboration, and motivation, enabling employees to generate and implement new ideas. This creative input drives innovative outcomes such as product development, process improvement, and market responsiveness. In turn, innovation positively impacts organizational performance by improving efficiency, competitiveness, and adaptability in changing environments. Moreover, leadership behaviors influence employee engagement and trust, further strengthening the connection between creativity, innovation, and performance. Ultimately, leadership acts as the catalyst that aligns people, resources, and strategies to convert creativity into innovation and sustainable performance.

H3: Leadership has a positive and significant effect on Organizational Innovation

H4: Leadership has a positive and significant effect on Organizational Performance

## Networking to Organizational Innovation and Performance

Networking is a key enabler of organizational innovation and performance. Through networks, firms gain access to external knowledge, resources, and diverse perspectives that stimulate creativity and idea generation. Strong internal and external networks encourage collaboration, trust, and information exchange, which help transform ideas into innovative products, services, or processes. Networking also enhances absorptive capacity, and it increases the ability to recognize, assimilate, and apply new knowledge. This makes organizations more adaptable to market changes. By connecting with stakeholders such as suppliers, customers, and research institutions, organizations can co-create solutions and accelerate innovative outcomes. These innovations, in turn, improve performance by boosting competitiveness, efficiency, and responsiveness to dynamic environments. Additionally, networking strengthens reputation and partnerships, which open opportunities for long-term growth. Thus, networking acts as a strategic bridge, linking knowledge flows and collaboration with innovation, ultimately driving sustained organizational performance.

H5: Networking has a positive and significant effect on Organizational Innovation

H6: Networking has a positive and significant effect on Organizational Performance

## Organizational Innovation to Organizational Performance

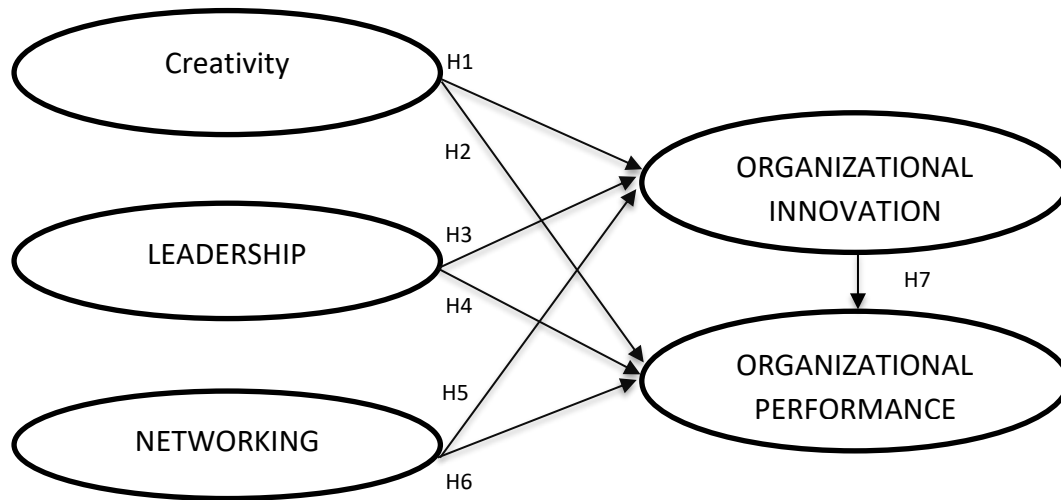
Organizational innovation significantly contributes to performance by improving adaptability, efficiency, and competitiveness. Stojanović et al. (2022) found that organizational innovation, when combined with technological innovation, strongly enhanced return on sales in Serbian manufacturing firms. Similarly, Gebremedhin, Kassa, and Mulatu (2023) reported that product, process, organizational, and marketing innovations all had positive and significant effects on firm performance in Ethiopian micro and small enterprises, with product innovation being the most influential. Truong, Nguyễn, and Vrontis (2024) further showed that innovation partially mediates the impact of intellectual capital and government support on firm performance in Vietnam. Collectively, these studies highlight that organizational innovation is a vital driver of sustainable organizational success.

H7: Organizational Innovation has a positive and significant effect on Organizational Performance

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## RESEARCH MODEL



## RESEARCH METHOD

This study will provide a better understanding in how organizations should increase and boost job performance through Creativity, Leadership, Networking, Organizational Innovation, especially in Digital Content Creator industry. This study will try to provide some of the ideas and reveal the predictor among the independent variables. Questionnaires were distributed to digital content creator in Surabaya. This study uses causal research as the objective. Questionnaires will be compiled based on the chosen measurements and distributed to eligible respondents in Surabaya. The collected data will be analyzed and assorted to ensure its eligibility. Likert scale is used to measure the level of agreement and disagreement from the sample. The scale will be labeled as follows. Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1). Regression analysis will be used to understand the significance of the independent variables toward the dependent variables. Based on the research model provided, the equation will be as follows,

$$OI: b1.CR + b2.LD + b3.NW$$

$$OP: b4.CR + b5.GE + b6.CO + b7.ET$$

## DATA ANALYSIS

The data provided information that we can discuss, based on the respondents' result, we can conclude some of the implications, the table shown to provide better understanding.

Table 1. Multiple Regression for Creativity, Leadership, and Networking toward Organizational Innovation

And Model/ Variable	R	Adj R <sup>2</sup>	Standardized Coefficient Beta	T <sub>Sig</sub>	Sig	Hypothesis
Creativity	.874 <sup>a</sup>	.758	0.218	3.005	0.003	Supported
Leadership			0.002	0.024	0.981	Not Supported
Networking			0.074	9.814	0.000	Supported

Source: Data Processed (2025)

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Based on the table provided, the regression level from Creativity, Leadership, and Networking toward Organizational Innovation is shown with R value of .874, which means that there are strong correlations between the independent variables toward the dependent variables. the adjusted R squared also shown as .758 which means that the independent variables, provide impacts on dependent variables, The regression can be discussed as follows

- Creativity has significant effect on Organizational Innovation. It is supported with significance level of 0.003. while beta value showed .218
- Leadership has significant effect on Organizational Innovation. It is supported with significance level of 0.981. while beta value showed .002
- Networking has significant effect on Organizational Innovation. It is supported with significance level of 0.000. while beta value showed .074

Table 2. Multiple Regression for Creativity, Leadership, Networking, and Organizational Innovation toward Organizational Performance

Model/ Variable	R	Adj R <sup>2</sup>	Standardized Coefficient Beta	T <sub>Sig</sub>	Sig	Hypothesis
Creativity	.871 <sup>a</sup>	.759	0.069	0.905	0.367	Not Supported
Leadership			0.232	3.244	0.002	Supported
Networking			0.179	1.775	0.079	Not Supported
Organizational Innovation			0.483	4.893	0.000	Supported

Source: Data Processed (2025)

Based on the table provided, the regression level from Creativity, Leadership, Networking and Organizational Innovation toward Organizational Performance is shown with R value of .871, which means that there are strong correlations between the independent variables toward the dependent variables. The adjusted R squared also shown as .759 which means that the independent variables provide impacts on dependent variables, The regression can be discussed as follows

- Creativity has significant effects on Organizational Performance. It is not supported with significance level of 0.367. while beta value showed .069
- Leadership has significant effect on Organizational Performance. It is supported with significance level of 0.002 while beta value showed .232
- Networking has significant effect on Organizational Performance. It is not supported with significance level of 0.079 while beta value showed .179
- Organizational Innovation has significant effect on Organizational Performance. It is supported with significance level of 0.00. while beta value showed .483

Table 3. Validity, Mean, Standard Deviation, and Cronbach Alpha for each Indicators

Indicator	Validity	Mean	Std Dev	Cronbach Alpha
CR1	0.808	4.15	0.768	0.930



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CR2	0.782	4.05	0.740	0.946
CR3	0.797	4.07	0.775	
LD1	0.777	4.23	0.762	
LD2	0.824	4.15	0.722	
LD3	0.771	4.08	0.864	0.888
LD4	0.906	4.18	0.756	
NW1	0.802	4.06	0.722	
NW2	0.618	4.06	0.702	
NW3	0.571	4.12	0.724	0.854
NW4	0.862	4.03	0.729	
OI1	0.643	4.27	0.753	
OI2	0.653	3.89	0.782	
OI3	0.869	4.18	0.756	0.935
OP1	0.808	4.19	0.710	
OP2	0.887	40.9	0.785	
OP3	0.751	4.10	0.741	
OP4	0.940	4.09	0.724	

Source: Data Processed (2025)

## RESULTS AND DISCUSSION

This study was conducted to examine the influence of Creativity, Leadership, Networking and Organizational Innovation toward Organizational Performance on Digital Content Creators in Surabaya. The results of the multiple regression analyses provide meaningful insights into how these internal organizational capabilities to increase organizational innovation and organizational performance. The first regression model investigated the impact of the three independent variables, namely, Creativity, Leadership, and Networking. The regression yielded a high R value of 0.874 and Adjusted R<sup>2</sup> of .758, which suggests that approximately 75% of the variance in Organizational Innovation can be explained by the three predictors combined. This confirms that internal organizational dynamics have a substantial role in shaping how organizational innovation is formed.

Networking demonstrated the strongest and most statistically significant influence on organizational innovation, with a standardized beta value of 0.706. This finding supports previous research that networking expands a firm's access to knowledge, resources, and collaboration opportunities beyond its internal boundaries. Innovation relies heavily on diverse ideas and capabilities, and networks. Especially in digital content creator industry, where creating channels for acquiring new information and sharing best practices will enhance the capabilities. Creativity was also found to have a significant impact on innovation ( $\beta = 0.218$ ), indicating that creativity is ability to generate original and useful solutions, while innovation is the successful implementation of those solutions within an organization. Without creativity, organizations lack the novel inputs needed to fuel innovation. Leadership proven to be positively correlated ( $\beta = 0.002$ ), but leadership did not have a statistically significant influence on organizational innovation. This suggests that while sometimes leadership styles control or strict procedures can hinder innovation. When employees feel restricted, they may avoid risk-

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taking, experimentation, or proposing new ideas. This limits the creative foundation needed for innovation.

The second regression model tested the influence of Creativity, Leadership, Networking and Organizational Innovation toward Organizational Performance. The model showed a strong correlation ( $R = 0.871$ ) and a respectable Adjusted  $R^2$  of 0.759, indicating that 75% of the variation in organizational performance can be explained by these independent variables. The most significant predictor of Organizational Performance was Organizational Innovation, with a beta coefficient of 0.483 and a p-value of 0.000. This aligns with numerous studies, stating that Creativity affects organizational performance because it fuels the ideas and problem-solving that drive growth, efficiency, and adaptability. Leadership also showed a statistically significant effect on Organizational Performance ( $\beta = 0.232$ ,  $p = 0.002$ ), suggesting that leaders does impact the ability of organization to be directed to be led by a leader to achieve better level of innovation. Networking had a marginal but significant impact ( $\beta = 0.179$ ,  $p = 0.079$ ), reinforcing the idea that employees who see broaden organizational networking does not affect organizational performance directly as it requires time and process to see the results. Meanwhile, Creativity, though positively associated ( $\beta = 0.069$ ), was not statistically significant ( $p = 0.367$ ), implying that creativity alone may not be a strong predictor of organizational performance outcomes unless accompanied by other factors. Overall, the findings affirm that Leadership, and Organizational Innovation significantly affect Organizational Performance, while creativity and networking may require stronger integration within organizational strategies.

## CONCLUSION

In conclusion, this study highlights the significant role that internal organizational factors such as Creativity, Leadership, Networking and Organizational Innovation play important role toward Organizational Performance in digital content creator industry. The findings reveal that networking is the most influential factor in determining organizational innovation. This aligns with prior research, emphasizing the importance of networking as it can be strengthened by building relationships, organizations gain exposure to different perspectives, technologies, and market insights that stimulate creativity and idea generation. Creativity also contributes positively to innovation, fostering a collaborative environment that enhances motivation and strengthens employee engagement. However, while Leadership showed a positive relationship with Organizational Innovation, its impact was not statistically significant, suggesting that leadership alone might not yet be deeply embedded in the company's culture or fully recognized by employees. This indicates a potential area for improvement, where greater leadership in environmental initiatives could strengthen the relationship between leadership and organizational innovation.

When examining organizational Performance, the study confirms that organizational Innovation is the most significant predictor of high performance. The better level of innovation is more likely to motivate employees to be productive, consistently delivering strong performance outcomes. Leadership also has a notable effect on Organizational Performance, suggesting that employees who feel empowered and responsible based on the leadership can

be more engaged in their tasks. Networking, while less influential on performance than on other variables, still contributes positively, indicating that future growth prospects remain a motivating factor for employees. In summary, this study emphasizes the importance of fostering Creativity, Leadership, Networking and Organizational Innovation toward Organizational Performance on Digital Content Creators in Surabaya. Additionally, while Networking show promise, more effort is needed to integrate these elements into the how organization need to integrate and create better strategies. Thus, Innovation also plays a vital role to increase performance.

## LIMITATIONS AND FUTURE RESEARCH

This study provides valuable insights into the relationship between creativity, leadership, networking, and organizational innovation toward organizational performance among digital content creators in Surabaya. However, several limitations should be acknowledged. First, the research was conducted within a specific geographic context, focusing solely on Surabaya. This limits the generalizability of the findings to other regions with different digital ecosystems, cultural dynamics, or market structures. Second, the study relied on self-reported data, which may be subject to response bias or social desirability effects, especially when evaluating leadership and performance. Third, the cross-sectional design captures relationships at one point in time but does not establish causality or reflect long-term changes in innovation and performance outcomes.

Future research should expand the scope by including digital content creators from different cities or countries to allow comparative analysis across diverse creative economies. Longitudinal studies are recommended to track how creativity, leadership, and networking evolve over time in shaping innovation and performance. Furthermore, future studies may integrate additional variables such as digital literacy, platform algorithms, and audience engagement, which play significant roles in the digital content industry. Mixed-method approaches combining surveys with in-depth interviews could also provide richer, contextualized understanding of these dynamics.

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## Data Processing

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	NW, LD, CR <sup>b</sup>	.	Enter

a. Dependent Variable: OI

b. All requested variables entered.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 <sup>a</sup>	.764	.758	.330798266734882

a. Predictors: (Constant), NW, LD, CR

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.336	.211		1.593	.114
	CR	.188	.062	.218	3.005	.003
	LD	.002	.064	.002	.024	.981
	NW	.728	.074	.706	9.814	.000

a. Dependent Variable: OI

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## Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	OI, LD, CR, NW <sup>b</sup>	.	Enter

a. Dependent Variable: OP

b. All requested variables entered.

## Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871 <sup>a</sup>	.759	.750	.33852

a. Predictors: (Constant), OI, LD, CR, NW

## Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.221	.219		1.009	.315
	CR	.060	.067	.069	.905	.367
	LD	.212	.065	.232	3.244	.002
	NW	.186	.105	.179	1.775	.079
	OI	.486	.099	.483	4.893	.000

a. Dependent Variable: OP