
Fusion of Creativity and Precision: Guidelines for Effective Leadership

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Abstract: *This article examines the intricate interplay of key organizational variables within PT Dharma Niaga Medan, including leadership effectiveness, market conditions, team creativity, and execution fidelity. The research uncovers significant relationships among these variables by utilizing direct and indirect effects analyses with robust statistical methods. The results emphasize the critical impact of team creativity and execution fidelity on direct and indirect leadership effectiveness through their influence on market conditions. The findings underscore the interconnected nature of these organizational elements, highlighting the importance of cultivating a creative team environment and precise execution for optimal leadership efficacy. Additionally, the study underscores the relevance of market conditions in shaping effective leadership strategies. The insights from this research offer valuable guidance for organizational leaders in PT Dharma Niaga Medan, providing pathways for enhancing team dynamics, execution strategies, and adaptive responses to market dynamics for a resilient and effective organizational framework.*

Introduction

Leadership effectiveness is the ability of a leader to influence, direct, and manage a team or organization to achieve predetermined goals (Yapsani et al., 2020). An effective leader can make the right decisions and motivate, inspire, and lead his team members toward optimal achievement (Hasibuan, 2020). One of the core elements of leadership effectiveness is the ability to communicate well, convey the company's vision and direction, and build strong relationships with team members (Kurniawan, 2021). An effective leader also can identify the strengths and weaknesses of individuals in his or her team, allocate tasks appropriately, and provide the necessary support and direction to help team members reach their full potential. In addition, an effective leader can adapt quickly to environmental changes, take appropriate strategic steps, and inspire courage and innovation within the organization. In essence, leadership effectiveness transcends mere management and embodies the ability to envision the

future, motivate others, and cultivate an environment conducive to growth and success (Kusuma et al., 2023). It involves a delicate balance of strategic thinking, talent management, communication proficiency, and adaptability, all aimed at accomplishing organizational goals and nurturing the potential of individuals within the team.

Market conditions refer to situations or circumstances that affect economic actors' demand, supply, and behavior in a particular industry or sector (Junaedi & Salistia, 2020). Market conditions include factors such as the level of competition between companies and external aspects such as consumer trends, regulatory changes, economic conditions, and geopolitical factors that can impact business dynamics (Von Wachter, 2020). In the context of a company, understanding market conditions is crucial as it will affect the company's strategy in responding to changes that occur (Tung, 2019). For example, a company could face a stable market with consistent growth but could also be faced with a volatile market with rapidly changing trends or intense competition. Technological changes, government policy changes, shifts in consumer behavior, and economic crises are some factors that can affect market conditions (Rahman et al., 2021). Therefore, a good understanding of market conditions allows companies to take appropriate measures, design adaptive strategies, and develop products or services that meet market needs to remain competitive and thrive in an ever-changing business environment (Jackson & Tomlinson, 2020).

The level of team creativity reflects the ability of a group of individuals to work together to generate new ideas, innovative solutions, and unique contributions in solving problems or creating something of value (Lutfiani & Rahardja, 2020). It involves creative thinking, active collaboration, and seeing a situation from different perspectives. High levels of creativity in a team can arise from the diverse backgrounds, experiences, and perspectives each team member brings (Handayani, 2021). The ability to come up with fresh, different and out-of-the-box ideas is often crucial in solving complex problems or finding innovative approaches in a particular industry or field. Drivers of team creativity include a supportive work atmosphere, recognition of proposed ideas, opportunities to experiment, and an environment that allows for open dialog and acceptance of differing opinions (Swastuti, 2020). When team creativity is at its best, teams can generate revolutionary ideas, improve efficiency, solve problems never thought of, and create new opportunities in a particular business or industry (Tuzzahrok Sofana & Murniningsih, 2021). High team creativity can give an organization a significant competitive advantage, as it can adapt to change, face challenges, and open doors for paradigm-shifting innovations.

Execution fidelity refers to the ability of an organization or team to implement plans or ideas appropriately, efficiently, and effectively (Hakim & Sugiyanto, 2018). It concerns the ability to carry out planned tasks and involves aspects of organization, resource management, and efficient completion of projects or strategies. The precision of execution is critical in turning ideas or concepts into tangible and successful actions (Adistia & Verawati, 2022). This involves careful planning, proper resource allocation, good organization, and constant monitoring and evaluation of the progress of the project or strategy being executed. Factors such as effective leadership, good coordination among team members, high engagement, and a

clear understanding of the end goal are critical in achieving an optimal level of execution fidelity. When an organization or team can implement plans well, it can increase productivity, reduce the risk of errors, and ensure the achievement of goals as planned. Overall, execution fidelity plays a crucial role in the success of a project, business strategy, or plan execution, enabling organizations to achieve desired results with high efficiency and consistency.

In the context of PT Dharma Niaga Medan, the variables discussed in the article hold significant relevance to the organizational dynamics and success of the company. Leadership effectiveness within the company pertains to the ability of leaders at various levels to influence, direct, and manage teams effectively to achieve predetermined goals. This involves making sound decisions, motivating and inspiring team members, and fostering an environment conducive to growth and success. Effective communication, talent management, and adaptability are crucial to leadership effectiveness. Understanding market conditions is equally vital for PT Dharma Niaga Medan, encompassing factors such as competition levels, consumer trends, and regulatory changes. This understanding enables the company to formulate adaptive strategies, respond to changes effectively, and develop products or services that align with market needs. On the other hand, team creativity highlights the collective ability of individuals within the organization to generate innovative ideas and solutions. This creativity is nurtured through collaboration, diverse perspectives, and a supportive work atmosphere. Lastly, execution fidelity is essential for the company's operational success, emphasizing the importance of implementing plans efficiently and effectively. This involves careful planning, resource management, and organizational coordination, all contributing to achieving goals efficiently and consistently. In summary, when applied to PT Dharma Niaga Medan, these variables collectively contribute to the company's leadership efficacy, market responsiveness, creative innovation, and overall operational success.

The phenomena discussed in the article encapsulate the intricate dynamics of effective leadership, market conditions, team creativity, and execution fidelity within the context of PT Dharma Niaga Medan. The leadership effectiveness phenomenon illustrates the pivotal role of leaders in influencing, directing, and managing teams toward predetermined goals. It emphasizes the importance of decision-making, motivation, and the ability to create an environment conducive to growth. In the realm of market conditions, the article sheds light on the multifaceted factors that impact PT Dharma Niaga Medan, including competition levels, regulatory changes, and consumer trends. Understanding these market conditions becomes instrumental in the company's strategic decision-making, allowing it to adapt to changes and align its offerings with market needs. The team creativity phenomenon underscores the collective innovative capacity of individuals within the organization. It emphasizes the importance of diverse perspectives, collaboration, and a supportive work atmosphere in generating novel ideas and solutions. Lastly, the execution fidelity phenomenon highlights the significance of implementing plans with precision, involving careful planning, resource management, and organizational coordination. Together, these phenomena depict a comprehensive picture of the organizational intricacies at PT Dharma Niaga Medan, illustrating how effective leadership, market awareness, team creativity, and precise execution collectively

contribute to the company's success and adaptability in a dynamic business environment.

The article aims to illuminate the critical dimensions of leadership effectiveness, market conditions, team creativity, and execution fidelity within the specific context of PT Dharma Niaga Medan. The article aims to provide insights into the essential qualities of effective leadership, emphasizing decision-making, motivation, and creating an environment conducive to growth. Additionally, it seeks to underscore the importance of understanding and responding to market conditions, considering factors such as competition, regulatory changes, and consumer trends in shaping the company's strategic decisions. Furthermore, the article delves into the significance of team creativity, highlighting the collaborative and innovative aspects that contribute to problem-solving and value creation. Lastly, it addresses the crucial concept of execution fidelity, emphasizing the need for precise planning, resource management, and organizational coordination to implement strategies and achieve goals successfully. Ultimately, the overarching goal of the article is to offer a comprehensive understanding of these critical variables and their interplay within PT Dharma Niaga Medan, aiming to guide organizational leaders and stakeholders in fostering a dynamic and successful business environment.

Research Methods

The methodology will employ a saturation sampling technique to conduct the research with a sample size of 68 respondents at PT Dharma Niaga Medan. This method aims to achieve data saturation, ensuring a comprehensive understanding is gained by including a sufficiently diverse and representative sample within the organization. The research will utilize the Structural Equation Modeling (SEM) approach, focusing on the Partial Least Squares (PLS) technique for analysis using the SmartPLS software. The survey instrument will be designed based on validated scales related to leadership effectiveness, market conditions, team creativity, and execution fidelity. The respondents selected through the saturation sampling technique will be key stakeholders, including leaders, team members, and relevant staff. The collected data will then undergo statistical analysis using SmartPLS to assess the relationships and interactions between the variables, providing valuable insights into the leadership dynamics, market responsiveness, team creativity, and execution precision at PT Dharma Niaga Medan.

Result and Discussion

The study employs abbreviated variables: Team Creativity Level (TCL), Execution Accuracy Level (EAL), Leadership Effectiveness (LE), and Market Conditions (MC). Table 1 displays the outcomes of data analysis conducted through Smart-PLS software.

Table 1. Direct Effects

Path	Original Sample	T Statistic	P-Values	Decision
TCL > MC	0.447	4.990	0.000	Accepted
EAL > MC	0.309	3.448	0.001	Accepted
TCL > LE	0.582	8.639	0.000	Accepted
EAL > LE	0.140	2.210	0.030	Accepted
MC > LE	0.347	4.881	0.000	Accepted

Source: Data process

The observed direct effect from Team Creativity (TCL) to Market Conditions (MC) with a coefficient of 0.447, a T Statistic of 4.990, and a p-value of 0.000 indicates a statistically significant and positive relationship. The acceptance of this hypothesis suggests that as team creativity within PT Dharma Niaga Medan increases, there is a noteworthy impact on the corresponding market conditions. This discovery emphasizes the critical significance of cultivating a creative team environment within the organization, as it positively influences and actively contributes to the market dynamics. The robust statistical significance further fortifies the reliability of this relationship, underscoring the potential for harnessing team creativity as a strategic asset. This suggests that organizations can strategically leverage the creativity of their teams as a valuable resource in shaping and adeptly responding to market conditions. The findings advocate for a proactive approach to fostering a creative organizational culture, recognizing its potential to serve as a dynamic and influential force in navigating the complexities of the market landscape.

The direct effect observed from Execution Fidelity (EAL) to Market Conditions (MC) with a coefficient of 0.309, a T Statistic of 3.448, and a p-value of 0.001 reveals a statistically significant and positive relationship. The acceptance of this hypothesis suggests that as execution fidelity increases within PT Dharma Niaga Medan, there is a notable impact on the prevailing market conditions. This discovery underscores the pivotal role of efficient execution in influencing and adeptly adapting to market dynamics. The robust statistical significance further enhances the credibility of this relationship, underscoring the utmost importance of precision in executing strategies and plans to impact the broader market context positively. The findings emphasize that organizations can significantly benefit by prioritizing and augmenting execution fidelity as a strategic imperative. This strategic focus positions organizations to navigate and respond effectively to the ever-evolving nature of market conditions, emphasizing the tangible advantages of a meticulous and well-executed approach to achieving market success.

The observed direct effect from Team Creativity (TCL) to Leadership Effectiveness (LE) with a substantial coefficient of 0.582, a high T Statistic of 8.639, and a p-value of 0.000 indicates a highly significant and positive relationship. The acceptance of this hypothesis underscores the crucial impact of team creativity on the overall leadership effectiveness within PT Dharma Niaga Medan. This discovery implies that an increase in team creativity corresponds to an enhancement in leadership effectiveness, signaling that a creatively engaged team positively contributes to the overall effectiveness of leadership within the organization. The robust statistical significance further bolsters the credibility of this relationship, underscoring the pivotal role of fostering a creative team environment in influencing and amplifying leadership effectiveness. Organizations can strategically leverage this insight by actively promoting and nurturing team creativity to enhance overall leadership efficacy and bolster the organization's success. This highlights the interconnected nature of team dynamics and leadership effectiveness, emphasizing the potential for creativity to catalyze organizational success.

The direct effect observed from Execution Fidelity (EAL) to Leadership Effectiveness (LE) with a coefficient of 0.140, a T Statistic of 2.210, and a p-value of 0.030 indicates a statistically significant but relatively modest positive relationship. The acceptance of this hypothesis suggests an identifiable impact of execution fidelity on leadership effectiveness within PT Dharma Niaga Medan. While the effect is statistically significant, the comparatively lower coefficient and T Statistic value imply that the influence of execution fidelity on leadership effectiveness may be more nuanced or context-dependent. Nevertheless, the statistically significant result underscores the importance of efficient execution in contributing positively to leadership effectiveness. Organizations may benefit from recognizing and further exploring the specific conditions under which execution fidelity is crucial in enhancing overall leadership effectiveness.

The direct effect observed from Market Conditions (MC) to Leadership Effectiveness (LE) with a robust coefficient of 0.347, a substantial T Statistic of 4.881, and a p-value of 0.000 underscores a highly significant and positive relationship. The acceptance of this hypothesis implies that the prevailing market conditions significantly influence leadership effectiveness within PT Dharma Niaga Medan. This discovery underscores the intricate connection between the external market environment and the internal dynamics of leadership effectiveness. The substantial coefficient and high T Statistic values indicate a notable impact on leadership effectiveness as market conditions change. Organizations can strategically utilize this insight by acknowledging the critical role of staying attuned to market dynamics and adjusting leadership strategies accordingly. The statistical significance of this relationship further reinforces the importance of adaptive and responsive leadership practices in effectively navigating the challenges and capitalizing on the opportunities presented by the ever-changing business environment. This highlights the imperative for leaders to cultivate a keen awareness of external market factors and employ dynamic strategies to ensure leadership effectiveness aligns with the evolving needs of the business landscape.

Furthermore, the table presented illustrates the test results of the indirect or intervention effect of the MC variable on LE through the mediation of other variables in the relationship, namely the TCL and the EAL.

Table 2. Indirect Effects

Path	Original Sample	T Statistic	P-Values	Decision
TCL > MC > LE	0.155	1.263	0.000	Accepted
EAL > MC > LE	0.107	4.070	0.000	Accepted

Source: Data process

The observed indirect effect from Team Creativity (TCL) to Leadership Effectiveness (LE) through the mediation of Market Conditions (MC), with a coefficient of 0.155, a T Statistic of 1.263, and a highly significant p-value of 0.000, signifies a noteworthy impact on leadership effectiveness. The acceptance of this hypothesis suggests that team creativity influences leadership effectiveness indirectly through its effect on shaping market conditions. While the T Statistic is relatively modest, the statistical significance of the indirect effect underscores the relevance of considering the mediating role of market conditions in understanding the broader

impact of team creativity on leadership effectiveness within PT Dharma Niaga Medan. This discovery highlights the interconnected nature of organizational variables, suggesting that fostering a creatively engaged team not only directly enhances leadership effectiveness but also exerts an indirect influence by shaping the market context in which the organization operates. This implies that organizations can strategically leverage these insights to optimize team creativity and market responsiveness, ultimately enhancing leadership efficacy. By fostering a creative team environment, organizations not only positively impact internal leadership dynamics but also contribute to creating a market environment that is more adaptive and responsive. This interconnectedness underscores the potential for a holistic approach where efforts to boost team creativity can have cascading effects on leadership effectiveness and the organization's responsiveness to dynamic market conditions. Organizations stand to benefit by recognizing and actively cultivating these interconnected relationships to foster a more adaptable and effective leadership paradigm.

The identified indirect effect from Execution Fidelity (EAL) to Leadership Effectiveness (LE) through the mediation of Market Conditions (MC), with a coefficient of 0.107, a substantial T Statistic of 4.070, and a highly significant p-value of 0.000, holds significant implications for the organizational dynamics at PT Dharma Niaga Medan. The acceptance of this hypothesis indicates that execution fidelity influences leadership effectiveness indirectly, mediated through its impact on shaping market conditions. The substantial T Statistic and statistical significance underscore the robustness of this indirect relationship, emphasizing the crucial role of precise execution in directly enhancing leadership effectiveness and indirectly influencing it by molding the market context. This discovery suggests that organizations can strategically elevate leadership effectiveness by prioritizing and optimizing execution fidelity, acknowledging its dual impact on internal leadership dynamics and the broader external market conditions. It underscores the interconnectedness of organizational variables, emphasizing the importance of adopting holistic and integrated approaches to organizational management. By focusing strategically on execution fidelity, organizations enhance internal leadership dynamics and positively influence the external market context. This implies that the meticulous execution of strategies contributes to internal leadership efficacy and shapes the organization's position and responsiveness in the dynamic external business landscape. Recognizing this interconnected relationship allows organizations to adopt comprehensive strategies that align internal and external facets, fostering a more effective and adaptive leadership paradigm.

Conclusion and Recommendation

In conclusion, this article sheds light on the multifaceted dynamics within PT Dharma Niaga Medan, exploring the relationships among critical variables such as leadership effectiveness, market conditions, team creativity, and execution fidelity. The study employs a comprehensive analytical approach, utilizing direct and indirect effects assessed through robust statistical analyses. The findings underscore the pivotal role of team creativity and execution fidelity in influencing leadership effectiveness directly and indirectly through their impact on shaping market conditions. These insights highlight the interconnected nature of organizational

elements, emphasizing the importance of fostering a creative team environment and precise execution as strategic imperatives for enhancing leadership efficacy. Furthermore, the study accentuates the significance of staying attuned to market dynamics, recognizing the influential role of market conditions on leadership effectiveness. Overall, the article provides valuable insights for organizational leaders at PT Dharma Niaga Medan, suggesting avenues for optimizing team dynamics, execution strategies, and market responsiveness to foster a resilient and effective organizational ecosystem.

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