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## Original Article

## Antecedents and Consequences of Employee Creativity in Indonesian Radio Industry

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### Abstract

Employee creative behavior is a positive behavior needed by organizations to maximize the organization's ability to achieve its goals. The aim of the study was to analyze factors affecting employees' creative behavior at work on their performance with perceived organizational support and organizational climate as the antecedents and employee creativity as a mediating variable. The sample was 218 employees, working in broadcasting, production, and marketing divisions, from 27 private's radio industries in Semarang, Indonesia. Data were collected by questionnaires and analyzed using the structural equation model (SEM). The result showed that the creative behavior of employees increased when the organization provided support to employees ( $\beta = .24, p = .00$ ) and organizational climate supported employees developing creative behavior ( $\beta = .31, p = .02$ ). The higher the employees' creativity is, the higher the employees' performance will be ( $\beta = .68, p = .00$ ). Furthermore, our findings showed that employee creativity partially and fully mediated the relationship between POS ( $\beta = .35, p = .00$ ) and organizational climate ( $\beta = .45, p = .02$ ) with employee performance. The practical implications, especially in improving the creative behavior of employees in the radio industry in Indonesia, is needed to provide support and creating a healthy organizational climate that supports employees to work with creativity, which will ultimately improve their work performance.

Innovative behavior is a critical path by which organizations can continue achieving sustainable development. Sustainable development can be achieved by an organization having a dynamic work environment, creativity, and innovation as valuable resources to realize competitive advantage (Müceldili et al., 2013). Thus, the competitive advantage, together with managerial performance, is the results of the innovative behavior (Almulhim, 2020). Meanwhile, the dynamic environment is characterized by technological advances, intense domestic and global competition pressures, as well as an uncertain and highly volatile economic environment (Müceldili et al., 2013). Consequently, organizations have to overcome innovative competitors while increasing creativity to survive and thrive. As a result, every organization needs to

have innovative approaches to meet its qualified performance.

In improving organizational performance, every organization needs to understand factors supporting employees to behave creatively in the workplace, as employees' creativity is serviceable to seek ideas related to new technologies, processes, techniques, or products duct Ibrahim et al. (2016). Consequently, organizations need to fully empower employees' potential creativities so that innovation, change, learning, performance, and competitiveness, can be well maintained (Rego et al., 2012). In addition, the contribution of creativity provides many crucial benefits to organizations and employees, such as high satisfaction, new ideas, strong teams, and increasing innovation (Bousinakis & Halkos, 2021). Thus, creativity is the key

influential factor contributing to organizations' development.

The essential function of creativity to an organization has been the subject of many studies. Creativity is an individual tendency to generate new and useful ideas (Sun et al., 2012; Zhang & Bartol, 2010a, 2010b). Employee creativity refers to the creation of new products, services, ideas, procedures, or processes of value, useful, by individuals working together in complex social systems (Woodman et al., 1993). Employee creativity is the formation of new ideas and potentially using those ideas to solve problems and to develop new products, services, processes, systems, work methods, which are very important for continuous improvement and organizational success (Amabile, 1988; Oldham & Cummings, 1996; Shalley, 1991). In the end, employee creativity produces some positive impacts on the organization, such as helping in building a competitive advantage (Kim et al., 2010), contributing to organizational performance (Jiménez-Jiménez & Sanz-Valle, 2011), and can help organizations to effectively adapt to changing environments and respond to growth and other economic situations (Baer, 2012).

Researches on creativity have concentrated on examining the antecedents of employee creativity in organizational contexts. The findings showed that employees' creativity is influenced by personal characteristics such as creative personality (Oldham & Cummings, 1996), organizational context, and job characteristics such as work environment (Amabile et al., 1996). Furthermore, some researchers tested the antecedents of employee creativity, such as perceived organizational support (POS) (Ibrahim et al., 2016; Suifan et al., 2018; Zhang et al., 2016), organizational climate (Moghimi & Subramaniam, 2013; Mutonyi et al., 2020), and transformational leadership (Henker et al., 2015; Jyoti & Dev, 2015; Kasımoğlu & Ammari, 2020; Mittal & Dhar, 2015; Suifan et al., 2018).

Some researchers identified that POS is positively related to employee creativity, while others found different results regarding the effect of organizational support on employee creativity. Kim et al. (2010) and Akgunduz et al. (2018) found that organizational support can increase employee creativity and Ibrahim et al. (2016) found that support provided by an organization is a significant factor in generating creativity among their employees. In addition, Amabile et al. (1996) stated that social environment can influence creative

behavior. However, Khazanchi and Masterson (2011) and Suifan et al. (2018) found that POS is not directly related to employee creativity. The inconsistent results of the previous studies suggested that the relationship between POS and employee creativity needed to be further researched.

Meanwhile, Yu and Frenkel (2013) identified that organizational climate affects employees' innovative behavior. They explained that the innovative and collaborative-organization climate encourages out-of-the-box thinking, good communication, and open ideas to colleagues, allows non-routine activities exploration to maximize efficiency, formulates new strategies, and ultimately enhances creativity. Shanker et al. (2017) added that the climate, which greatly influences employees' creative performance, contributes to improving the creative behavior of the employees in the organization. Meanwhile, Mutonyi et al. (2020) stated that organizational climate has an important role in enhancing employee creativity performance. Similarly, Ibrahim et al. (2016) argued that employee creativity is considered a source of competitive advantage that can enable employees to improve organizational performance and investigate new processes, techniques, or product. Meanwhile, Siswanti and Muafi (2020) argued that employee creativity fundamentally contributes to innovation, effectiveness and organizational survival.

This study also explains the mediating role of employee creativity as an important instrument in improving the relationship between POS and organizational climate on performance. Creativity can mean employees apply their diverse skills, abilities, knowledge, views, and experiences to generate new ideas in making decisions, solving problems and completing tasks efficiently (Cheung & Wong, 2011). Creativity of an employee is also important for overall performance and success (Ahmed & Sigamony, 2020). The success of an organization is determined to the extent through which its employees are involved in the process of creativity and innovation. Innovation and creativity not only mean giving new ideas but also implementing them. Both these factors make an organization strong and successful. Employee creativity can enhance organizational scope and contribute toward developing innovative range of product and services and provide out of the box ideas (Ahmed & Sigamony, 2020).

Likewise, in the current radio industry, especially in the multimedia era, the presence of

radio media has been displaced by the presence of other media such as YouTube and other social media, which has made radio increasingly unpopular among the Indonesian people. This development is also exacerbated by the ease with which people can access songs and information by relying on the internet. The existence of radio with the characteristic warmth of its broadcasters has begun to be replaced by other media. However, for some Indonesians the existence of radio still cannot be completely abandoned.

In order to continue to maintain the viability of the organization, management faces difficult challenges. Management needs to adopt effective ways to motivate employees to achieve and deliver higher performance and increase organizational competitiveness (Wu & Lee, 2011). This research is interesting to do because it can provide insight into the development of the radio industry amidst the onslaught of competition in the current multimedia era.

### Literature Review and Hypotheses Development

This section covers the literature review on antecedents and consequences of employee creativity in the radio industry, namely perceived organizational support, organizational climate and performance. Based on findings from past studies and theoretical reviews, the conceptual framework on this study was developed.

#### Perceived Organizational Support (POS) and Employee Creativity

Employees' creativity refers to developing novels, ideas, products, processes, or suitable solutions fitted with the situation (Thatcher & Brown, 2010), in which the development of novelties and potentially useful ideas increase the efficiency and effectiveness process (Gong et al., 2009). Therefore, an organization in a competitive business environment, such as today, must encourage its employees to perform well creative performance (Suifan et al., 2018). Being in this stage, POS plays an essential role in developing employees' creativity to increase the likelihood of creative outcomes (Zhou & George, 2001). According to Ibrahim et al. (2016), organizational support for employees is the extent to which employees feel the organization encourages, respects, rewards, and recognizes those producing creative ideas in the workplace. The higher the organization provides a high level of support for creativity, the higher the employees are to be

proactive in dealing with uncertainty and change and towards generating new ideas and new ways of doing things to adapt. Thus, POS help improves employees' reduced intrinsic motivation, which will result in a higher level of creativity (McLean, 2005).

Previous theories and researches showed that organizational support led and encouraged employees to be active and creative. In this case, employees' experiences of having challenging assignments, on-the-job training, and coaching lead to personal growth and development meanwhile, promotion and learning opportunities, and opportunities for having an independent assessment in the work environment have been identified to motivate and enhance the skills, knowledge, and abilities of the employees (Ibrahim et al., 2016). The theory explaining organizational support is social exchange theory (SCT), which elaborated the cause-and-effect organizational support (Yu & Frenkel, 2013) characterized by mutually beneficial mutual obligations (Cropanzano & Mitchell, 2005). As a result, individuals supported feel obligated to be creative to pay for favorable treatment from the organization (Yu & Frenkel, 2013). These arguments are usually built on the potential assumption that people always value and adhere to the norm of reciprocity (Zhang et al., 2016).

Meanwhile, Chiang and Hsieh (2012) found that when employees feel organizational support, they experience positive feedback at work, and feel confident that they can complete their work. Employees also understand the importance of their jobs that affect the survival and growth of the organization. As organizational support improved the performance capabilities of the employee, examining the effect of the organizational support in a broader social context, such as the organization's workplace climate, needed to be performed. Therefore, the hypothesis proposed is:

Hypothesis 1: POS is positively related to employee creativity.

#### Organizational Climate and Employee Creativity

The creativity required good growth, the right environment, and a supportive atmosphere to develop so that the individual's mind and memory remain open to deal with new ideas to create new opportunities. Creativity is one of the variables influenced by organizational climate (Ahmadi & Emamipour, 2013). Thus, the organizational climate had to include shared perceptions behind all that

affected employees in the workplace, as the climate is behavior-oriented (Schneider et al., 2013). However, a dynamic organizational climate fostered in the open environment of the organization i.e., an environment that reinforces exploring new ways, needs to be created in the organization so that members of the organization can raise and develop their creativity and ideas. Therefore, the organizational climate should be such that the organization members feel that organization values and support their new ideas (Rice, 2006), which are the most important factor supporting the organization's ability to be compatibility, creativity, persistence, and growth (Ahmadi & Emamipour, 2013).

According to Moghimi and Subramaniam (2013), organizational climate significantly affects employee creativity. Meanwhile, previous literature proposed that organizational climate is an important predictor of employee creativity and innovation (Amabile et al., 1996; Ekvall, 1996; Tesluk et al., 1997). Therefore, the proposed hypothesis is:

Hypothesis 2: Organizational climate is positively related to employee creativity.

### **Employee Creativity and Employee Performance**

Employee performance was an important concern for organizational managers. Employee performance is the overall performance of employees in meeting the expected quality and accomplishment of tasks under the organization's time requirements and policies (Wu & Lee, 2011). As employee performance is influenced by motivation, the motivated employees will do the job with more effort, with which their performance will eventually increase (Inuwa, 2016). Meanwhile, the important factor for maintaining standards in employee performance was creativity in the workplace. Amabile et al. (1996) argued that employees demonstrating creativity in the workplace generates new responses that are useful in dealing with the task at hand.

Employee performance involves the quality and quantity of output, attendance at work, accommodating and useful nature and timeliness of output. Employee performance is also influenced by motivation because if employees are motivated, they will do the job with more effort and with which performance will eventually increase (Inuwa, 2016). Employee creativity in the workplace includes thinking about new procedures or processes for

carrying out tasks or services so that they can better meet customer needs. Zhang and Bartol (2010b) found that there is a relationship between involvement in the creative process and overall employee performance. Yamin (2020) also prove that employee creativity has positive effect on job performance. Therefore, the proposed hypothesis is:

Hypothesis 3: Employee creativity is positively related to employee performance

### **Mediating Role of Employee Creativity**

Employee creativity, defined as developing products and processes that are both novel and useful (Shalley et al., 2004), is considered to be an important determinant for organizations to innovate, survive, and thrive in a competitive, global marketplace (Koseoglu et al., 2017). Thatcher and Brown (2010) define employee creativity as the generation of novel and appropriate ideas, products, processes, or solutions that are useful or appropriate to the situation. It is therefore defined as employees' ability to generate original, improved, and innovative ideas, products, and procedures with high execution potential and performance improving content in as structured process (Koseoglu et al., 2017; Sirkwoo, 2015).

Many organizations have started considering creativity as a key component in the advancement and success of their projects and their performance (Ahmed & Sigamony, 2020). Thus, employees' creativity keeps a great importance in a workplace (Woodman et al., 1993). Employees' creativity not only plays a vital role for an employee but for organizations as well. As we all know that in this 21st century technology is rapidly taking over so it is very important that all employees develop such technical and innovative mind set (Ahmed & Sigamony, 2020). According to Mittal and Dhar (2015), employees' creativity is one of few components through which organizations can accomplish success and can compete with other organizations in their competition. The workplaces increasingly reward those who are seen as true "innovators". Therefore, the proposed hypotheses are:

Hypothesis 4: Employee creativity will mediate the relationship between POS and employee performance

Hypothesis 5: Employee creativity will mediate the relationship between organizational climate and employee performance

## Theoretical Framework

Based on the description in the framework of the relationship between variables as described above, then figure 1 shows the proposed framework.

## Method

### Population and Sample

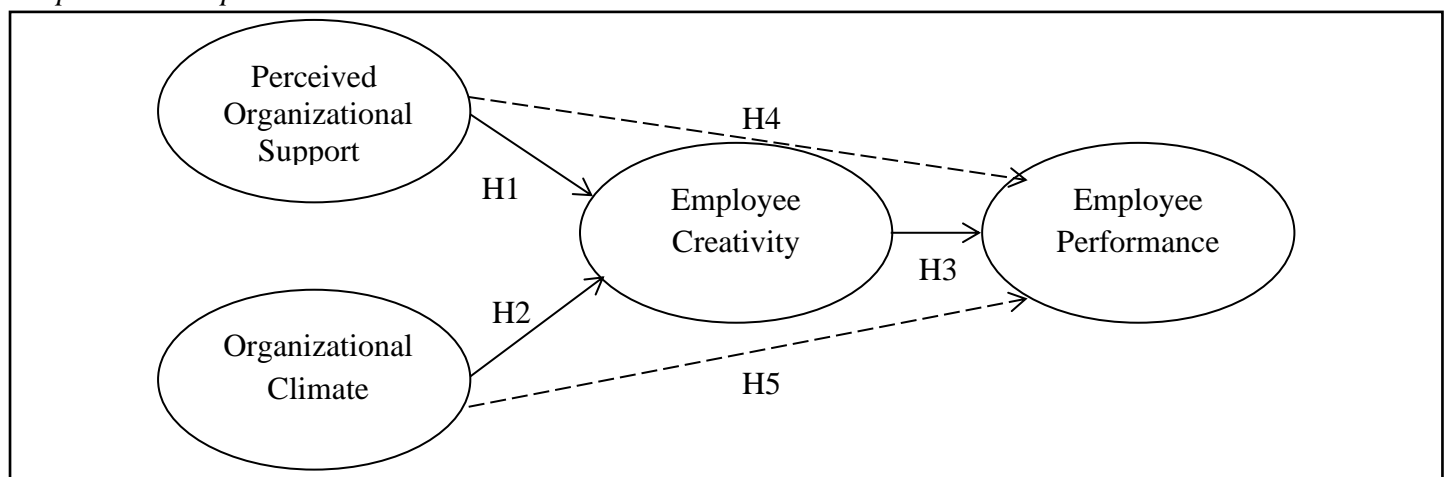
This quantitative research was conducted between December 2018 and July 2019, by collecting data through a questionnaire survey with a sample of workers working in 27 private radio stations in Semarang, Indonesia. The respondents were to fill out the questionnaire following the instructions in the distributed questionnaire sheet in approximately 30-45 minutes, and their identity was kept confidential. Of the 300 questionnaires distributed, the completed ones returned were 265; thereby, the response rate was 88.3%. Of the 265 returned questionnaires, 218 data could be used to test the hypotheses.

Demographic data of the respondents included gender, age, education, job tenure, and work position. Regarding the participants (see Table 1), 48.6% are male and 51.4% are female. The majority (48.5%) of the respondent's age is between 25-35 years old. Respondents' education, on average, is bachelor's degree, and most work positions are announcers (64.2%). The respondents' education, on average, is bachelor's degree, and most work positions are announcers (64.2%).

Ethical clearance to do research was obtained from the Head of the Doctoral Program in Economics, Faculty of Economics and Business, Diponegoro University, Semarang, Indonesia (Ethical Clearance number 225/UN7.5.2.3.1/AK/2021). This permit was used as a cover letter for researchers to research several private radio stations as the samples of this study.

**Figure 1**

*Proposed Conceptual Framework*



**Table 1**

*Respondent's Profile*

	Attribute	Total	%
Gender	Male	106	48.6
	Female	112	51.4
Age	< 25 years	47	21.66
	25 – 35 years	106	48.62
	36 - 45 years	49	22.47
	46 – 55 years	15	6.88
	>55 years	1	.46
Education	High School	62	28.4
	Diploma	47	21.6
	Bachelor	105	48.2
	Postgraduate	4	1.8

**Table 1** (*Continued*)

	Attribute	Total	%
Job Tenure	1 -5 years	81	37.17
	6 -10 years	52	23.85
	11 – 15 years	29	13.30
	16 – 20 years	32	14.68
	>20 years	24	11.00
Work Position	Announcer	140	64.2
	Production	33	15.1
	Marketing	45	20.6

### Instruments

The four variables of this study were perceived organizational support (POS), organizational climate, employee creativity, and employee performance, and demographics of respondents (gender, age, education, job tenure, and work position).

The dependent and independent variables were assessed via a seven-point Likert-type scale ranging from strongly agree to strongly disagree. POS was measured by eight items from Eisenberger et al. (1986); a sample item is “an organization that really cares about my well-being”. The scale of organization creative climate included seven items from Hunter et al. (2005) and Hunter et al. (2007); a sample item is “an organization that gives autonomy and freedom to employees to do their jobs”. The employee creativity scale included thirteen items from Oldham and Cummings (1996) and Zhou and George (2001); a sample item is “I suggest new ways to improve quality”. The next variable, employee performance, was measured by a seven-item scale developed by Williams and Anderson (1991); a

sample item is “adequately completed assigned duties.”

### Results

The relationship between variables was tested to obtain a comprehensive picture of all the models studied using the data analysis technique of the structural equation modeling (SEM) program with AMOS 23.0 software.

### Reliability and Validity

The Table 2 how the reliability, validity, and average variance extracted. The validity test results showed that all indicators have a loading factors value of more than .60, meaning that all indicators used in this study were valid. Furthermore, the reliability test results showed that all latent variables produced had reliability. The standard reliability coefficient was higher than .70, a value that is considered adequate (Hair. et al., 2010). The AVE value showed a value higher than .50. Thus, the results of the CFA analysis stated that the data were appropriate so that the structural analysis model test was conducted.

**Table 2**

*Validity, Reliability and Variance Extracted Testing*

Construct	Indicators	Factor Loading	Reliability	Average Variance Extracted (AVE)
Perceived Organizational Support (POS)	POS1	.741	.800	.597
	POS4	.718		
	POS6	.782		
	POS7	.815		
Organizational Climate (OC)	OC3	.798	.833	.650
	OC4	.860		
	OC5	.759		
	OC6	.813		
	OC7	.799		
Employee Creativity (EC)	EC1	.862	.917	.731
	EC2	.846		
	EC3	.892		
	EC4	.829		



**Table 2** (*Continued*)

Construct	Indicators	Factor Loading	Reliability	Average Variance Extracted (AVE)
	EC5	.765		
	EC6	.875		
	EC7	.908		
	EC8	.873		
	EC9	.829		
	EC10	.827		
	EC11	.889		
Performance	EP1	.796		
	EP2	.774		
	EP3	.811	.833	.607
	EP4	.806		
	EP5	.702		

Note. Factor loading > .60; Reliability > .70; AVE > .50.

POS = perceived organizational support, OC = organizational climate, EC = employee creativity

EP = employee performance

### The Goodness of Fit Model Testing

The results of testing the structural equation models using AMOS 23.0 are shown in Table 3. The results indicated that the resulting path model was declared fit because it was within the required cut of value range (Hair et al., 2010).

### Hypotheses Testing

Table 4 shows the results of the three hypotheses testing. The first hypothesis regarding the effect of perceived organizational support (POS) on employee creativity showed positive and significant results ( $\beta = .24, p = .00$ ). The results indicated that the greater the organization support received by employees, the higher the creativity generated by the employees. Thus, hypothesis 1 is supported. The second hypothesis about the influence of organizational climate on employee creativity showed positive and significant results ( $\beta = .31, p = .02$ ). The results indicated that the better

the organizational climate, the better the creativity produced by employees. Thus, hypothesis 2 is supported. Finally, testing hypothesis 3 about the effect of employee creativity on employee performance showed positive and significant result ( $\beta = .68, p = .00$ ). The results meant that the higher the creativity produced by employees, the higher the performance produced by employees. Employee performance involved the quality and quantity of output, attendance at work, accommodating and usefulness nature, and timeliness of output. Thus, hypothesis 3 is supported.

Table 5 shows the role of employee creativity as a mediating variable. The result indicate that employee creativity partially and fully mediated the relationship between POS and employee performance ( $\beta = .35, p = .00$ ) and organizational climate with employee performance ( $\beta = .45, p = .02$ ). Therefore, hypotheses 4 and 5 are supported.

**Table 3**

### Comparisons of Measurement Models

No.	Goodness of Fit	Cut-Off Value	Table	Result
1.	Chi-square ( $\chi^2$ )	321.10	299.72	Good Fit
2.	Significant Probability	$\geq .05$	.09	Good Fit
3.	GFI/Goodness of Fit Index	$\geq .90$	.90	Good Fit
4.	AGFI/Adjusted Goodness of Fit Index	$\geq .90$	.88	Moderate Fit
5.	NFI/Normal Fit Index	$> .90$	.92	Good Fit
6.	CFI/Comparative Fit Index	$> .95$	.99	Good Fit
7.	C-Min/DF	$\leq 2.00 \leq 5.00$	1.12	Good Fit
8.	RMSEA/Root Mean Square Error of Approximation	$\leq .08$	.02	Good Fit

**Table 4***Analysis of Direct Effect among Variables*

Hypotheses	Estimate ( $\beta$ )	S.E.	C.R.	<i>P</i>	Conclusions
POS → Employee Creativity	.24	.07	2.44	.00**	Hypothesis accepted
Organizational Climate → Employee Creativity	.31	.07	3.07	.02**	Hypothesis accepted
Employee Creativity → Performance	.68	.13	5.99	**	Hypothesis accepted

Note. \*\* Significance at the .05 level

**Table 5***Result of Mediation Analyses*

Employee Creativity (EC) as Mediator	Direct Effect ( $\beta$ )	Indirect Effect ( $\beta_i * \beta_j$ )	Total Effect	Effect	Conclusions
POS → EC → Performance	.24	.11 (.16*.68)	.35	Full Mediation	Hypothesis accepted
Organizational Climate → EC → Performance	.31	.14 (.21*.68)	.45	Full Mediation	Hypothesis accepted

Note. \*\* Significance at the .05 level

### Discussion

The results of hypothesis 1 indicate that the support received by employees makes employees proactive in dealing with any changes faced by the organization. Thus, they are constantly trying to generate new ideas and new ways of working to adapt to the ever-changing environment. In this case, POS has an important role in generating creativity and increasing the creative results of the employees (Zhou & George, 2001), since POS is believed as a reflection that the organization recognizes and appreciates the employees' contributions to the organization (Rhoades & Eisenberger, 2002). When the organization appreciates the employees' efforts to achieve the organization's goals and objectives, the organization pays attention to their ideas and suggestions or promotes their achievements (Rhoades & Eisenberger, 2002). So, the support from this organization enables employees to increase their positive behavior at work (Doğru, 2018).

Consistent with social exchange theory, employees must have a sense of obligation to behave and support their organization (Tekleab et al., 2005; Yu & Frenkel, 2013). When employees feel that their superiors support the results of their work, they will have more confidence in the organization and make them more creative (Scott & Bruce, 1994). In short, individuals getting support from the organization felt obliged to pay for the treatment, so they will try to reciprocate by doing their best and producing something creative.

The implication was that organizations looked more for ways to support the creative behavior of their employees. Employees are involved more in creativity if the organization emphasizes creativity as valuable for the organization, which communicates these values and institutes a culture reinforcing these values, while management of creativity is being managed (Choi et al., 2010). Besides, organizational support and creativity reflect the extent to which employees feel that, compared to experience and development, the organization encourages, respects, values, and recognizes those generating creative ideas in the workplace. Therefore, whenever an organization provides a high level of support for creativity, the attention of employees is to be proactive in dealing with uncertainty and change and towards generating new ideas and new ways of doing things to adapt and improve (Ibrahim et al., 2016).

The results of this study were in line with the previous ones, such as Akgunduz et al. (2018), Zhang et al. (2016), and Kim et al. (2010), who provided empirical evidence that organizational support received by employees can increase employee creativity. In addition, Ibrahim et al. (2016) also stated that organizational support is an important factor in generating creativity among employees. The respondents of this study were employees in broadcasting, production, and marketing in the radio industry. Their work demanded creative employees, especially finding



new ideas and ways to organize attractive events for radio listeners. To generate these creative ideas, organizational support for the employees was essential, as they were not afraid of making failures because they believe that the organization provided full support for their works.

The results of hypothesis 2, the organizational climate increases employee creativity, occurred based on the interaction of the organizational members. Organizational climate is a shared perception among members in the same organizational structure as they are in the same atmosphere created in their organization through practices, procedures, and rewards (Schneider et al., 1994). In addition to organization climate, employee creative behavior is influenced by social environment (Amabile et al., 1996) and creative organizational environment (Ibrahim et al., 2016). The significant influence of the organizational climate is often considered an individual's perception of the work environment as experienced, understood, and interpreted by the members in the organization (Schneider et al., 2013). Therefore, the work environment greatly influenced the creation of employee innovation and creativity.

Similar to the finding of Moghimi and Subramaniam (2013), this research provided empirical evidence that organizational climate affected employee creativity. A positive working climate in the organization might encourage dialogue among members, develop common goals and a sense of belonging based on togetherness, and develop teamwork and collaboration in the work environment. The work environment, according to Amabile and Conti (1999), is one of the important factors in supporting and enhancing creativity and innovation. Meanwhile, organizational climate is considered a significant contributor to a work environment that enhances creativity and innovation (Hunter et al., 2007), and creative people tend to be reactive to climate variables (Oldham & Cummings, 1996). Thus, organizational climate is a useful basis for motivating creativity and innovation (Schneider et al., 1994), and a strong organizational climate positively increases employees' creative behavior (Yu et al., 2013).

The perceptions of the work environment, used as a synonym for work climate, affected employee innovation and creativity. To increase employee creativity favorable climate with supportive characteristics and a reward system must be created (Balkar, 2015) to increase productivity or yields.

Furthermore, a supportive organizational climate can help increase individual creativity in an organization, as it is positively related to creativity in the workplace (Tesluk et al., 1997). The organizational climate also affects employees' intrinsic motivation and, ultimately, their creativity (Hunter et al., 2007). The stronger the creative climate, the more likely it is for employees to be creative through engagement and feelings of commitment (Ren & Zhang, 2015).

Developing creativity requires good growth, the right environment, and a supportive atmosphere, so that the individual's mind and memory remain open to deal with new ideas and can create new opportunities. It is believed that organizational climate are signs that individuals accept related to organizational expectations for their behavior and the potential consequences of their behavior. Therefore, when they perceive their own organization as an open system that transform and supports creative ideas, and there are sufficient resources such as time, personnel and assistance within the organization, they tend to view the organizational climate as supportive of individual creativity and organizational innovation and continue to take risk and support innovation and creativity (Ahmadi & Emamipour, 2013).

The results of hypothesis 3 showed that employee creativity increased employee performance. According to Inuwa (2016), employee performance is influenced by motivation because if employees are motivated they will do work with more effort and with which performance will ultimately increase. The important factor needed to maintain standards in employee performance is employee creativity in the workplace. When employees show creativity in the workplace, they generate new responses that are useful in dealing with the task at hand (Amabile et al., 1996). Thus, there is a relationship between involvement in the creative process and overall employee performance (Zhang & Bartol, 2010a).

The result of hypothesis 4 showed that employee creativity was able to improve the relationship between POS and employee performance. According to the rules of social exchange, POS encourage employees to work hard in return, so that POS will improve performance (Chen et al., 2020). Kehoe and Wright (2010) explained that in high-performance HRM Practices, POS has a significant impact on employee creative performance. Likewise, in a rapidly changing organizational context, POS can also have an impact

on employee performance (Cullen et al., 2013).

Finally, the result of hypothesis 5 showed that employee creativity was able to improve the relationship between organizational climate and employee performance. Ali et al. (2018) describe organizational climate as a shared perception of what an organization is like in terms of organizational units' activities, strategies, processes, routines and rewards, and planned behaviors. Therefore, organizational climate affects employee performance (Obeng et al., 2020). Huang et al. (2019) posit that in an organization where employees who portray imbibe in them a harmonious organizational climate mostly get internal support to effectively enhance performance.

Furthermore, creativity can also be influenced by contextual factors, such as challenging work, organizational drive, freedom, sufficient resources and workload pressure (Ghosh, 2015). Taboli and Zaerizadeh (2016) also showed that creativity affects performance and finds that task clarification and related matters encourage employees to participate in decision making that can increase their productivity and performance at work. Therefore, the creativity of employees has an impact on performance, success, and future success regarding the progress of the organization (Anderson et al., 2014; Eschleman et al., 2014).

This study proves that creativity is a key factor, which influences and contributes to organizational development and provides many important benefits for organizations and employees. Employee creativity can be formed because of the support from the organization and availability of the right environment and a supportive atmosphere to generate new ideas and opportunities in the workplace. Furthermore, to keep an organization alive amid harsh competition was particularly essential to emphasize employees' creativity-based performance so that their contribution supported organization longevity.

### Limitation and Future Research Agenda

The limitation is that the study was conducted in one area, so the results should not be generalized. Future research is expected to test several areas in both big cities and small cities to distinguish the determinants of employee creativity in the workplace.

### Conclusion

The empirical evidence of this study suggests that the creativity of the employees in the workplace

has a strong influence on employee performance as POS and positive organizational climate affect employee creativity in the workplace. Employees receiving support from an organization with a well-organizational climate will continue contributing creative ideas for the organization. The results strongly support employees working in the private radio industry; particularly, those in broadcasting, production, and marketing.

The findings support previous studies and provide a framework for managers in the media industry, especially radio media in Indonesia, to increase employee creativity. Employee creativity has been proven to improve the performance of both employee performance and organizational performance. To survive in the fierce competition, this industry must continue struggling by bringing in creative people in the organization. However, the creativity generated by employees is inseparable from organizational support and a supportive organizational climate. Therefore, organizations initiate action to think strategically in this matter of creativity.

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