Developing Employee Creativity in NET TV

Anis Azizah1* and Hery Kustanto1

1University of Muhammadiyah Tangerang and 2PT. Net Mediatama Televisi

*anisaffandi@yahoo.com

Abstract

The aim of this study is to develop employee creativity in NET TV, through the mediating role of meaning of work on the effect of perceived organizational support and proactive personality. The study uses a quantitative approach through a questionnaire survey on 171 respondents that have met certain criteria. The sample was obtained through proportional random sampling. Then the data was analyzed with Path Analysis with SPSS and Sobel Test. All the hypotheses are proven to be accepted, meaning that perceived organizational support and proactive personality have either direct and indirect effect on employee creativity. The mediation roles of meaning of work is also indicated to be significant. This study empirically adds value on the literature of employee creativity by investigating more variables that may link to the development of creativity. It is expected that the results will serve as consideration for the management to establish policy to foster innovation.

Key words: employee creativity, perceived organizational support, proactive personality, meaning of work

Introduction

One of the most valuable assets in an organization or company is creative employee. Since employee creativity positively affects work performance, and understanding how organizations foster employee creativity is a must (Bai et al., 2016). Employee creativity can help organizations effectively adapt to changing environments and respond to economic growth. Employee creativity will reflect new useful ideas, products and procedures developed by the organization. It also enables the organization to undergo a tight business environment and grow well in a sustainable manner. Among countries that take advantage of the creative industry to advance the country’s economy are the Government of Singapore and Hong Kong (Parimita et al., 2021). Policy makers and practitioners commonly include television industry as one of the creative sectors (Lange et al., 2008).


Competition in producing interesting programs is inevitable in television industry. Every television station strives to produce the most attractive programs to attract the most viewers. In the private television industry, the main source of income is advertising. Budget for television advertising is usually spent through advertising agencies. At the
same time, advertising agency budgets are based on television ratings and market share (viewership ratio and market share) to be carried out on a regular basis (daily / weekly / monthly / yearly). Based on the results of the Nielsen survey, you can find out which programs, when, which television stations have the highest ratings and market share. Therefore, television stations will always compete to get a good rating and share so that their commercial aspects are fulfilled.

It is therefore creativity role to produce television programs is important. In a dynamic environment, innovation is considered a possible source of organizational competitive advantage (Akgunduz, Alkan, et al., 2018; Ibrahim et al., 2016). Creativity will enable employees to improve organizational performance, and it can be used to find new product ideas related to techniques, processes and technology (Amabile, 2012; Choi & Thompson, 2005; Liu et al., 2016). When employees consider that their ideas may not be taken seriously, they are hesitant to contribute their ideas (Ibrahim et al., 2016; Tang et al., 2017). Obviously, in most organizations, employees need to have a supporting system to express their creativity. This system will motivate them to improve organizational performance and productivity (Ibrahim et al., 2016). Perceived organizational support is a psychological process formed through information obtained by employees from their social environment according to organizational support theory and social exchange theory (Ullah et al., 2020).

Creative employees need to be maintained and developed by knowing its basic. Creativity is known to be influenced by at least two factors, namely intrinsic factors and extrinsic factors (Amabile & Pillemer, 2012). Intrinsic factors will include factors that come from within the employee, while extrinsic factors include factors that come from outside the employee. In this study the aspects studied are: proactive personality, meaning of work, self-concordance as an intrinsic factor and perceived organizational support as extrinsic factors. In research (Akgunduz, Alkan, et al., 2018), meaning of work was found to have a mediating effect on the effect of perceived organizational support on employee creativity and proactive personality on employee creativity.

**Literature Review**

**Theory Basis**

*Perceived Organizational Support*

According to Eisenberg, it is a common belief that when organizations care about the contribution and welfare of the employees, they will feel safe in their organization and use the support (as cited in (Akgunduz, Alkan, et al., 2018). In addition, this support also refers to employees who associate personality traits with their organization and are concerned with their contribution to their organization as well as the level of organizational welfare. According to Prima & Ellyana, (2016) perceived organizational support is also known as global trust that has been made by an employee regarding their assessment of organizational procedures and policies. Perceived organizational support can also be social, not only a psychological process that is intended through information obtained by employees from their social environment, but according to the organizational support theory and social exchange theory it is considered a theoretical basis for perceived organizational support (Ullah et al., 2020). According to (Ahmed & Nawaz, 2015), although organizations value employee contributions and welfare is important, organizations must also care that employees will seek real support shown by the organization based on employee perceptions as a view of the organization’s support provided.

*Proactive Personality*

Proactivity in the workplace may determine success both for individual and organization. This personality refers to individuals’ willingness to actively engage in initiating change and influencing environment. (Kim et al., 2009) People with a proactive personality are not restricted by situational forces; in fact, they create opportunity, demonstrate initiative, respond on opportunity, and persist until significant change occurs. An active rather than passive approach to their work is a key feature of proactive personality. Proactive personality is stated to be different from passive workers, because employees will actively strive to achieve goals and expectations, and do not have to wait for opportunities and information that approach them (M. Li et al., 2017). Proactive personality in employees will be increasingly important for organizations that want to adapt and survive in an uncertain economic environment. Because employees with proactive personality will influence their situation with behaviors that are not only passive recipients of environmental forces, but they also influence their own environment (Anzengruber, 2016).

*Employee Creativity*

Creativity will refer to the creative work that is produced which is considered a new work that is accepted and can be a work that can be maintained or useful and satisfying by a group at one time (Anggarwati & Ellyana, 2015). Employee creativity is defined as referring to the creation of valuable and useful new products, ideas, services, procedures or processes by individuals working together in complex social systems (Kim et al., 2009). According to (Noerchoidah et al., 2020) the ability of employee creativity in displaying creativity is indispensable in increasing an organization’s ability to gain competitive advantage through generating creative ideas in work processes, methods,
services or new products. Increasing the power of the company can depend on adaptability, creativity, and innovation, because innovation products produced in employee creativity will be the starting point for achieving the required innovation (Kustanto et al., 2020). According to Bodla & Naeem, (2014) employee creativity has a positive effect on work performance through the development of new and potentially useful ideas. Understanding the approach of how to cultivate employee creativity is very important for managers and researchers (Bai et al., 2016). Employee creativity will be linked to external (for example, organizational support) and internal (for example, intrinsic motivation) factors that will encourage future creative interventions in an organizational context (Duan et al., 2020).

**Hypothesis Development**

**Perceived Organizational Support on Meaning of Work**

It is an important predictor of reducing emotional fatigue and is positively related to work involvement (Woodhead et al., 2016) which shows that organizational support can also reduce employees' intention to leave their profession, because organizational support can provide constructive feedback and increase employee capacity to cope with emotionally demanding situations (van der Heijden et al., 2019). A study furthermore, organizational support can refer to the conditions in which work is given to influence the extent to which work can be experienced as the meaning of work (Hognestad Haaland et al., 2021). According to Social Exchange Theory (SET) describes social changes in society and human behavior which also explains the contribution of employees to their organization and their expectations as a result of the interactions that will be created. Through perceived organizational support, employees will be empowered by support, knowledge, resources, and opportunities such as formal and informal power provided by their organizations (Akgunduz, Alkan, et al., 2018; Survevil et al., 2012). According to Social Exchange Theory (SET), employees with perceived organizational support tend to have Meaning of Work, which also leads to high intrinsic motivation (Fook et al., 2011). Thus, the research hypothesis is structured as follows:

H1 = Perceived Organizational Support has a significant effect on Meaning of Work

**Proactive Personality to Meaning of Work**

Employees with proactive personality can display positive behaviors such as self-esteem and the ability to work independently (Cai et al., 2015). This is known to be related to the meaning of work because according to (Oldham & Richard Hackman, 2010) it is related to finding a job that is valuable, meaningful, and worthy of spending time. Meaning of work is also defined as the value of job goals which are assessed in relation to individual ideas and ideals (Arslantas & Dursun, 2008). Employees with proactive personality will actively try to reorganize their work lives, because they will take the initiative rather than give up in the face of challenges (Akgunduz, Alkan, et al., 2018). So that employees with a proactive personality will open to new work experiences, and are interested in jobs and organizations that provide high-level meaning of work. Therefore, these individuals will take risks if necessary, to find new jobs that are consistent with their personality traits (Bergeron et al., 2014). Britt et al., (2001) argue that the meaning of work depends on job enrichment and matching work with employee personalities, including proactive personality. This research argument is in line with preliminary empirical evidence that proactive personality is related to the meaning of work. In accordance with this theoretical view, this study expects proactive personality to affect the meaning of work. The results of this study are in line with the results of research conducted by (Greguras & Diefendorff, 2010) which showed that proactive personality has an impact on increasing self-concordance. Thus the research hypothesis is structured as follows:

H2: Proactive Personality has a significant effect on Meaning of Work

**Perceived Organizational Support for Employee Creativity**

The concept of perceived organizational support reflects the recognition of employees that their organizations value their contributions and care about their welfare which can create a sense of obligation among employees to pay back the organization (Li Zhang et al., 2016). In other words, perceived organizational support is part of a normative exchange agreement in which organizations treat their employees well, and in return, they develop a sense of responsibility to fulfill organizational goals. They can do this by developing themselves to benefit the organization by acquiring expertise skills (which is a necessary component of creativity (Li Zhang et al., 2016). Perceived organizational support can also reduce tension which can encourage employees to become risk takers by making them feel supported by their organization, whereas generating creative ideas is usually risky and uncertain, which can cause anxiety. With it, perceived organizational support for employees will be able to avoid things like that happening. According to (Duan et al., 2020), perceived organizational support can affect the intrinsic and synergistic extrinsic motivation of individuals to perform tasks that can affect employee creativity. With it, perceived organizational support for employees is also more likely to feel psychologically secure in taking an initiative (Chhetri, 2017) or engaging in creative practice. Employees who receive high Organizational Support are also more likely to show a positive mood (Rhoades & Eisenberger, 2002), which in turn facilitates the emergence of creativity (Yu & Frenkel, 2013). In addition, employees are more willing to communicate and interact with others (Erdogan et al., 2004), thereby obtaining more information and knowledge which in turn generates more creative ideas (Chiang et
al., 2015). Furthermore, employees will tend to feel more involved with their work (Hakanen et al., 2008; Rich et al., 2010; Salanova et al., 2005), which in turn leads them to enthusiastically promote creative ideas (Chang & Chen, 2013). Thus, the research hypothesis is structured as follows:

\[H3 = \text{Perceived Organizational Support has a significant effect on Employee Creativity}\]

**Proactive Personality towards Employee Creativity**

Employees with proactive personality will try to promote their career prospects rather than react passively to job situations as provided (Kim et al., 2009). Those with a proactive personality will also be more likely to suggest new ways of doing tasks to achieve their goals and generate new ideas to improve performance than those who are passive. In addition, people with a proactive personality are more likely to identify opportunities and act on them by exceeding normal job expectations (Van Dyne & Lepine, 1998). As a result, individuals with proactive personality tend to be actively involved in updating their knowledge and skills and identifying new work processes. Furthermore, the appearance of initiative and job expectations that exceed normal expectations, which are usually done by people with proactive personality, has a positive effect on creativity (Kim et al., 2009). In line with these statements Seibert & Kraimer, (2001)) show that people with proactive personality try to promote their career prospects. That is, individuals with proactive personality tend to suggest new ways to achieve goals and generate new ideas to improve creativity performance. Creativity is a core thread that binds different proactive personalities, because they share the same idea of innovation in the workplace in an effort to create a more friendly and productive work environment. Although such changes are not guaranteed to result in better conditions, it is known that many changes initiated by individuals with proactive personality can involve the use of creativity (Kim et al., 2009). Various studies have shown Proactive Personality to be positively associated with Employee Creativity (Akgunduz, Alkan, et al., 2018; Kim et al., 2009; Seibert & Kraimer, 2001). Thus, the research hypothesis is structured as follows:

\[H4 = \text{Proactive Personality has a significant effect on Employee Creativity}\]

**Meaning of Work against Employee Creativity**

Meaning of work has represented a reciprocal relationship between the inner world of employees and the external context of the workplace. It is related to the agreement between the meaning of employees attached to their job goals or workplace goals and their ideals or standards (Akgunduz, Kizilcalioğlu, et al., 2018). If they have agreed, the work will be considered meaning of work and vice versa. If employees experience meaning of work, their loyalty to the organization and interest in their work will increase, as in employees who are able to increase creativityEmployees may find it difficult to develop creative ideas when interacting with customers due to insufficient cognitive resources to develop creative skills for their work area (Geng et al., 2014). A meaningful workplace is a place where someone is encouraged, supported and enabled to achieve integrated integrity. In an organizational environment that attempts to reduce uncertainty and increase trust, it is found that there is a positive relationship between strengthening leadership and creativity (X. Zhang & Zhou, 2014). Even though beliefs, values and attitudes do not change much, behavior will change according to circumstances and 'meaning' will be considered as the sum of the relationships between variables that affect individual behavior (Akgunduz, Alkan, et al., 2018). In addition, according to this study, people with the ability to create good meaning of work can use the knowledge management process effectively and increase their creativity (Akgunduz, Alkan, et al., 2018; Hou et al., 2014; Tongchaiprasit & Ariyabuddhiphongs, 2016). Thus, the research hypothesis is structured as follows:

\[H5 = \text{Meaning of Work has a significant effect on Employee Creativity}\]

**Meaning of Work Mediates Perceived Organizational Support for Employee Creativity**

According to Umair et.al (2016), something that has a purpose and contributes to certain general and specific goals is what defines meaning of work. It is related to be the relationship between various job variables that influence individual behavior (Misumi, 1990). The research findings of (Akgunduz, Alkan, et al., 2018)) have shown a significant meaning of work as a mediation of the relationship between perceived organizational support for employee creativity. This is possible because employees will be more involved in creativity if the organization emphasizes creativity as something valuable to the organization and communicates this, and develops and manages a culture that strengthens the values of creativity (Ibrahim et al., 2016). Perceived Organizational Support is used as a means of satisfying the emotional–social needs of employees. Employees who feel constrained by the organization and perceive that their creativity is not supported cannot reach their creative potential (DiLillo et al., 2011) and the process begins with a disagreement with their expectations and expectations (Akgunduz, Alkan, et al., 2018). According to (Shalley et al., 2004), complex work structures and the support employees receive from managers and organizations increase their creativity, which is also supported by several empirical studies. (DiLillo et al., 2011; Ibrahim et al., 2016; Zhou & George, 2003).

\[H6 = \text{Meaning of Work significantly mediates the effect of Perceived Organizational Support on Employee Creativity}\]
According to Jaramillo et al., (2013), an attractive and creative job will offer opportunities to develop and learn which are preferable to jobs that only offer opportunities to gain material benefits. (B. K. B. Joo et al., 2014) stated that creativity includes generating new and useful ideas, and research (Hou et al., 2014) states that employees will work more effectively and creatively when they experience a positive mood, which increase productivity and efficiency. Proactive Personality can display positive behaviors such as innovation (Seibert & Kraimer, 2001), intrinsic motivation (Horng et al., 2016; B. K. Joo & Lim, 2009), performance target orientation (Parker & Collins, 2010), work commitment (W. D. Li et al., 2014) ability to adapt to career (Hou et al., 2014; Tolentino et al., 2014), open communication behavior (Xie et al., 2014) self-esteem and ability to work independently (Cai et al., 2015). In short, Proactive Personality reinforced by a high meaning of work factor will make employees more likely to be more creative in producing positive benefits for the organization. (Kim et al., 2009) stated that Employee creativity in an organization is highly dependent on two different factors such as career satisfaction and self-esteem perceptions. Research (Tongchaiprasit & Ariyabuddhiphongs, 2016) states that more and more creative workers tend to be more satisfied with their work. Thus, the research hypothesis is structured as follows:

\[ H7 = \text{Meaning of Work significantly mediates the effect of Proactive Personality on Employee Creativity} \]

The following conceptual framework (Figure 1) illustrates the relationships of all the variables.

**Meaning of Work Mediates Proactive Personality towards Employee Creativity**

This study uses a quantitative approach to answer the formulation and verification of research hypotheses. This research is using a questionnaire for employees in the Programming and Production division in NET TV as respondents. The assessment data on the variables used are primary data obtained from the results of the questionnaire, with a 5-point Likert scale, namely, Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree.

The population in this study were employees of the Programming and Production division in NET TV totaling 300 employees. Furthermore, the determination of the sample in this study uses proportional random sampling technique, which is taking samples with certain considerations, and the criteria used in this study are employees who are required to have creativity related to content, namely:

Programming and Production Division. Samples were taken proportionally and randomly from employees in NET TV. Based on the notation formula for the minimum research sample size by Slovin above, if rounded off, the minimum sample size of 300 populations at a 5% margin of error is 171 samples. In this study, 171 questionnaires were distributed to employees of the Programming and Production division in NET TV.

Research Variable Validity Test Results shows that the value of R-count for each statement item from the research variable is \( \geq 0.300 \). This shows that the comparison between the R-count and the R-table can be analyzed.

Research Instrument Reliability Test Results shows that the Cronbach’s Alpha value for the research variable is \( \geq \) Cronbach’s Alpha value of 0.600. This shows that the comparison between Cronbach’s Alpha with a critical value at \( \alpha = 0.05 \) of each research variable is reliable at \( \alpha = 0.05 = 0.6 \).

The data analysis technique used to discuss the problems in this study is Path Analysis with SPSS for direct effect and Sobel Test for indirect effect.

**Method**

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Results and Discussion

Having collected data from questionnaires, the results were analyzed to determine the validity and reliability of each variable. Variables considered valid if it fulfilled the loading value measurement scale that is a minimum of 0.7 (Chin, 1998 in Ghozali, 2006).

Table 1. Reliability Instrument Result

<table>
<thead>
<tr>
<th>Variable</th>
<th>Total Instrument</th>
<th>Alpha Cronbach</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived Organizational Support</td>
<td>12</td>
<td>0.781</td>
<td>Reliabel</td>
</tr>
<tr>
<td>Proactive Personality</td>
<td>8</td>
<td>0.705</td>
<td>Reliabel</td>
</tr>
<tr>
<td>Meaning of Work</td>
<td>6</td>
<td>0.816</td>
<td>Reliabel</td>
</tr>
<tr>
<td>Creativity</td>
<td>8</td>
<td>0.795</td>
<td>Reliabel</td>
</tr>
</tbody>
</table>

The result showed that all indicators from perceived organizational support, proactive personality, meaning of work and creativity variables were valid. Reliability can be tested through composite reliability and Cronbach alpha above 0.7 (Ghozali, 2006). All variables in this study were proved to be reliable.

Table 2. Path Analysis (t) Result

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.702</td>
</tr>
<tr>
<td></td>
<td>X1</td>
<td>.434</td>
</tr>
<tr>
<td>2</td>
<td>(Constant)</td>
<td>.334</td>
</tr>
<tr>
<td></td>
<td>X2</td>
<td>.304</td>
</tr>
<tr>
<td>3</td>
<td>(Constant)</td>
<td>9.903</td>
</tr>
<tr>
<td></td>
<td>X1</td>
<td>.418</td>
</tr>
<tr>
<td>4</td>
<td>(Constant)</td>
<td>6.790</td>
</tr>
<tr>
<td></td>
<td>X2</td>
<td>.295</td>
</tr>
<tr>
<td>5</td>
<td>(Constant)</td>
<td>9.264</td>
</tr>
<tr>
<td></td>
<td>ZY</td>
<td>.875</td>
</tr>
</tbody>
</table>

The results of the data analysis show that the direct effect of perceived organizational support (X1) has an impact on increasing the meaning of work (Z). These results are known based on the estimation parameters for perceived organizational support (X1) on the meaning of work (Z) which shows t-count 21,148 and t-table is 1,653 which means t-table ≥ t-table. It can be concluded that the perceived organizational support is proven to have a positive and significant effect on the meaning of work. So that the results of this study indicate hypothesis 1 is accepted. This result is in line with some previous research Cheney et al., (2008), Vreede et al., (2017) which stated that employees with perceived organizational support tends to have meaning of work. The results show that employees of NET TV with perceived organizational support can refer to the conditions in which jobs are given to influence the extent to which work can be experienced as meaning of work, and through perceived organizational support employees will be empowered by support, knowledge, resources, and opportunities such as the formal and informal power their organizations provide.

The results of the data analysis show that the direct effect of proactive personality (X2) has an impact on increasing meaning of work (Z). These results are known based on the estimation parameters for testing the effect of Proactive Personality (X2) on Meaning of Work (Z) showing that t-count is 27,702 and t-table is 1,653, which means t-table ≥ t-table. It can be concluded that the Proactive Personality variable is proven to have a positive and significant effect on Meaning of Work. So that the results of this study prove that hypothesis 2 is accepted. The results of this study are in line with the results of research conducted by Bateman and Crant, (1993) Zhang and Zhou, (2014) which showed that the proactive personality of employees has an impact on increasing meaning of work. The results of this study indicate that NET TV employees with proactive personality can display positive behaviors such as self esteem and the ability to work independently which is known to be related to the meaning of work because it will be related to NET TV employees who find valuable jobs, and worth time to spend.

The results of the data analysis show that the direct effect of perceived organizational support (X1) has an impact on increasing employee creativity (Y). These results are known based on the estimation parameters for testing the effect of perceived organizational support (X1) and have a positive and significant effect on employee creativity (Z), showing that t-count is 12,843 and t-table is 1,653, which means t-table ≥ t-table. It means that t-count can be concluded that the Perceived Organizational Support variable has a positive and significant effect on Employee Creativity. So that the results of this study prove that hypothesis 3 is accepted. The results of this study are in line
with empirical studies which state that employees who receive high organizational support are also more likely to show a positive mood (An et al. (2016), DiLiello et al. (2011), Dong et al. (2017), Duan et al. (2020), Ibrahim et al. (2016), Jafri et al. (2016), Koseoglu et al. (2017), Puryear et al. (2017) Rhoades & Eisenberger (2002), which in turn facilitates the emergence of creativity (Judge & Ilies, 2004; Yu & Frenkel 2013). The results of this study indicate that NET TV employees who receive perceived organizational support can influence their intrinsic and synergistic extrinsic motivation to perform tasks that can affect their creativity. With this, the perceived organizational support of NET TV is also more likely to feel psychologically safe in taking an initiative or engaging in creative practices.

The results of the data analysis show that the direct effect of proactive personality (X2) has an impact on increasing employee creativity (Y). These results are known based on the estimation parameters for testing the effect of proactive personality (X2) on employee creativity (Y) showing that t-count is 14,894 and t-table is 1,653. It means that t-count ≥ t-table. It can be concluded that the proactive personality variable has a positive and significant effect on employee creativity. So that the results of this study prove that hypothesis 4 is accepted. Various studies have shown Proactive Personality to be positively associated with Employee Creativity (Ali Taha et al. (2016), Farooq et al. (2020), R. K. Gupta, (2018), Hou et al. (2014), Jafri et al. (2016), B.-K. Joo et al. (2018), Kemala Dewi & Wahyu Gunawan, (2020), Kim et al. (2009), Luksyte & Spitzmueller (2016), Pan et al. (2018), Tai & Mai (2016), Zocche et al. (2018)). The results of this study indicate that NET TV employees with a proactive personality tend to be actively involved in updating their knowledge and skills and identifying new work processes. Furthermore, the appearance of initiative and job expectations that exceed normal expectations of NET TV employees has a positive effect on creativity.

The results of the data analysis show that the direct effect of meaning of work (Z) has an impact on increasing employee creativity (Y). These results are known based on the estimation parameters for testing the effect of meaning of work (Z) on employee creativity (Y). It shows that t-count is 14,796 and t-table is 1,653. Which means t-table ≥ t-table and it can be concluded that the Meaning of Work variable is proven to have a positive and significant effect on Employee Creativity. So that the results of this study prove that hypothesis 5 is accepted. The results of this study are in line with (Amabile & Pratt (2016), Benedek et al. (2020), Horng et al. (2016), H. Zhang et al. (2018), Y. Zhang et al. (2020). which states that the ability to create good meaning of work can use knowledge management process effectively and enhance his creativity. The results of this study also show that employees of NET TV who experience meaning of work will increase their loyalty to the organization and their interest in their work, such as those who are able to increase creativity.

The results of the data analysis with Sobel Test show that the indirect effect through the meaning of work (Z) has an impact on increasing perceived organizational support (X1) for employee creativity (Y). These results are known based on the estimated parameters of the effect of Perceived Organizational Support (X1) on Employee Creativity (Y) through Meaning of Work (Z) that z-count is 9,632 and z-table is 1,653, which means z-table ≥ z-table. Based on these results, the indirect effect is greater than the direct effect, so it can be concluded that Meaning of Work (Z) is able to mediate positively and significantly between Perceived Organizational Support (X1) and Employee Creativity (Y). So that the results of this study prove that hypothesis 6 is accepted. In line with research according to Shalley, Zhou, & Oldham, (2004), complex work structures and the support employees receive from managers and organizations increase their creativity, which is also supported by several empirical studies. Akgunduz et al. (2018), Arnoux–Nicolas et al. (2016), Benedek et al. (2020) Horng et al. (2016) Jafri et al. (2016) Puryear et al. (2017) H. Zhang et al. (2018), Y. Zhang et al. (2020). The results of this study indicate that NET TV employees will be more involved in creativity if the organization emphasizes creativity as something valuable to the organization and communicates this, as well as developing and managing a culture that strengthens the values of creativity.

The results of the data analysis with Sobel Test show that the indirect effect through the meaning of work (Z) has an impact on increasing proactive personality on employee creativity. These results are known based on the estimation parameters for testing the effect of proactive personality on employee creativity through the meaning of work that z-count is 10,458 and z-table is 1,653 which means z-table ≥ z-table. Based on these results, the indirect effect is greater than the direct effect. Thus, it can be concluded that the Meaning of Work (Z) variable is proven positively and significantly by mediating Proactive Personality (X2) with Employee Creativity (Y). So that the results of this study prove that hypothesis 7 is accepted. In line with research Akgunduz et al. (2018), Arnoux–Nicolas et al. (2016) Benedek et al. (2020), Jafri et al. (2016), B.-K. Joo et al. (2018), H. Zhang et al. (2018), Y. Zhang et al. (2020), which has stated that more and more creative workers tend to be more satisfied with their work. The results of this study indicate that NET TV employees with proactive personality reinforced by a high meaning of work factor make them more likely to be more creative in producing positive benefits for the organization, and in turn, lead to employee creativity.

**Conclusion**

Based on the results of data analysis and discussion, it is found that the direct effect of perceived organizational support has an impact on increasing the meaning of work (H1), the direct effect of proactive personality has an impact on increasing meaning of work (H2), the direct effect of perceived organizational support has an impact on
increasing employee creativity (H3), the direct effect of proactive personality has an impact on increasing employee creativity (H4), the direct effect of meaning of work has an impact on increasing employee creativity (H5), indirect influence through meaning of work has an impact on increasing perceived organizational support on employee creativity (H6) and indirect influence through meaning of work has an impact on increasing proactive personality against employee creativity (H7). The television industry is known to be part of the creative industry, which requires innovation as a source of organizational competitiveness and can be established through the presence of employee creativity. The results of this study also indicate that NET TV is able to create employee creativity with their ideas through perceived organizational support, proactive personality, meaning of work. By doing that way, NET TV will be able to grow well in a sustainable creative industry through its innovative products.

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