INTERNATIONAL JOURNAL OF FINANCIAL ECONOMICS (IJEFE) e-ISSN: 3063-3648
Vol. 2 No. 1 July 2025, page 215-227

THE EFFECT OF EMPLOYEE CREATIVITY ON INNOVATIVE WORK BEHAVIOR: THE MODERATING ROLE OF WORK CENTRALITY

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Abstract

This study aims to analyze the effect of employee creativity on innovative work behavior with the moderating role of work centrality. The research sample consisted of 38 employees at a Military Court Office III-14 Denpasar. Data were collected using a closed-ended questionnaire based on a 5-point Likert scale and analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach with the assistance of WarpPLS software. The results indicate that employee creativity has a positive and significant effect on innovative work behavior. Work centrality was found to positively moderate this relationship, strengthening the influence of creativity on employee innovation. These findings confirm the Job Demands-Resources (JD-R) Theory, where creativity and work centrality function as personal resources that promote positive work behavior. The practical implication highlights the importance for organizations to foster a work environment that supports creativity and work meaningfulness. Future research is recommended to research expand the sample and apply a mixed-methods approach.

Keywords: employee creativity, innovative work behavior, work centrality, JD-R Theory.

INTRODUCTION

The competence and creativity of human resources play a crucial role in determining the success of organizational transformation in the era of the Industrial Revolution 4.0. Therefore, improving the quality of human resources is an essential aspect. Creativity arises from the drive of curiosity and imagination to acquire new knowledge, combine various resources, and create innovative strategies that can answer unmet market needs (Volery & Tarabashkina, 2021). In addition, employees who have high performance generally have expectations for the welfare guaranteed by the organization, and this also encourages the development of creativity at work (Fadila & Uliani, 2020). Furthermore, the dynamics of a work environment that demands innovation encourages employees to think creatively and generate relevant new ideas (Sultika & Hartijasti, 2017).

The Military Court III-14 Denpasar, as a type A court that oversees the jurisdiction of Bali and West Nusa Tenggara (NTB), shows a strong commitment to the Supreme Court's Bureaucratic Reform program. This commitment is realized through active participation in the assessment of the development of the Integrity Zone towards a Region Free from Corruption (WBK). However, this institution still faces challenges, especially in achieving the goals of Bureaucratic Reform related to improving the quality of public services. The demand for excellent public services is increasing, so it requires the support of competent, innovative and professional human resources so that services to the community can be carried out optimally.

The success of an organization is greatly influenced by employee performance in understanding tasks and demonstrating innovative work efforts (Riswan et al., 2021). Employees have a strategic role in the innovation process, as their ideas and actions contribute directly to innovation and continuous improvement that impact performance, growth, and increased trust in the organization (Jong & Hartog, 2010). Innovative work behaviors enable employees to effectively apply their technological knowledge and skills to drive new initiatives to improve organizational competitiveness (Shanker et al., 2017). Furthermore, innovative work behaviors also help employees complete complex and challenging tasks in new ways more optimally (Kaymakc et al., 2022).

Job Demands-Resources (JD-R) theory, explains that employee creativity and innovative work behavior are influenced by the availability of adequate job resources, such as autonomy, social support, feedback, and intellectual stimulation. The existence of these resources increases work engagement and intrinsic drive, which in turn triggers the emergence of new ideas and encourages the process of promotion and implementation of ideas towards the creation of innovation (Bakker & Demerouti, 2007; Carmeli et al., 2013; Dediu et al., 2018). In addition, work resources can also generate positive eustress, i.e. constructive pressure, thus further strengthening employees' contribution to workplace innovation (Khan & Shamsi, 2021; van Woerkom et al., 2016; Dorenbosch et al., 2005; Martín et al., 2007).

Various studies show that employee creativity plays a significant role in encouraging innovative work behavior. When individuals have freedom of expression, autonomy at work, and support from superiors, they are more encouraged to develop and realize innovative ideas (Carmeli et al., 2013). Creativity plays an important role in all stages of innovation, from idea formulation to implementation in daily work practices (Anderson et al., 2014). Supportive work environments such as a positive psychological climate, culture of innovation, and transformational leadership have also been shown to strengthen the relationship between creativity and innovative behavior (Rego et al., 2012; Hughes et al., 2018).

In addition, work centrality also makes an important contribution to the emergence of innovative work behavior. Work centrality reflects how much work is a

major aspect of a person's life. Individuals who have high levels of work centrality tend to show strong commitment, high motivation, and active involvement in the creation of workplace innovations (Paullay et al., 1994). They are more open to change and always have the desire to find creative solutions in completing tasks (Ali & Ahmad, 2022). Research in the public sector also supports these findings, where work centrality is proven to increase employees' innovative spirit (Handayani & Pratama, 2021).

Employee creativity refers to an individual's ability to generate new ideas that are original and relevant to the work context. Meanwhile, innovative work behavior includes the stages of developing, promoting, and implementing these ideas to improve organizational performance and efficiency. Research shows that creativity has a positive relationship with idea implementation, especially in a work environment that provides freedom and autonomy, thus encouraging employees to be more independent in managing their ideas and work processes (Volery & Tarabashkina, 2021; Shanker et al., 2017).

Employees with high levels of innovative work behavior tend to be proactive in solving problems, open to change, and actively propose new ideas of strategic value to the organization. They not only follow procedures, but also seek more effective ways of working, demonstrating a commitment to continuous improvement and competitive advantage. Such behavior is often born out of intrinsic drive and the ability to work independently within an adaptive work culture.

Creative employees more easily see opportunities behind challenges and are able to create innovative solutions. Creativity is an important foundation for innovative behavior because it allows individuals to actively contribute to the development and implementation of ideas that drive organizational success and sustainability (Nguyen et al., 2023). Previous research consistently states that employee creativity has a positive and significant influence on innovative work behavior, because creativity is the main source of ideas that can be developed through innovative actions (Anderson et al., 2023; Zhou & Hoever, 2014).

Meanwhile, job centrality is an important concept in organizations that reflects the extent to which a person views work as the main aspect of his or her life. Employees with high levels of job centrality tend to show strong dedication and commitment in carrying out tasks, thus having a positive impact on work attitudes, organizational behavior, and long-term productivity. Research shows that job centrality not only has a direct impact on performance, but can also act as a moderator variable. Research conducted, Pratama et al. (2022) found that work centrality strengthens the effect of organizational communication on job insecurity among tourism workers during the COVID-19 pandemic. In fact, according to Li et al. (2020), job centrality can exacerbate the impact of workplace mistreatment on job insecurity.

In the context of innovation, work centrality has been shown to play a significant role in encouraging innovative work behavior. Employees who consider work an

essential part of their lives are more encouraged to explore new ideas, take initiative, and look for creative solutions in completing tasks (Ahmad et al., 2020; Bhatnagar, 2012). They see work not just as an obligation, but also as a means of self-actualization, which ultimately creates a dynamic and competitive work environment. Support for this finding is also provided by Gözükara and Şimşek (2016) and Caniëls et al. (2021), who assert that work centrality encourages employees' active involvement in the process of creating and implementing workplace innovations.

RESEARCH METHOD

This study uses a quantitative approach with a causality explanatory design, aiming to examine the effect of employee creativity on innovative work behavior with work centrality as a moderating variable. This approach is suitable for testing the relationship between variables through measuring respondents' perceptions and statistical analysis (Creswell & Creswell, 2018). The research sample amounted to 38 employees from a military agency environment, which was selected by census due to the limited number of populations relevant to the research criteria.

Data were collected by distributing a closed questionnaire based on a 5-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5). The research instruments were developed based on indicators from previous studies: employee creativity adapted from Zhou and George (2001), innovative work behavior referring to de Jong and den Hartog (2010), and work centrality based on Paullay et al. (1994). The data collected is quantitative and is primary data, obtained directly from respondents.
Data analysis was carried out with descriptive and inferential approaches using Structural Equation Modeling-Partial Least Squares (SEM-PLS) through WarpPLS software. The use of SEM-PLS was chosen because it is able to handle small sample sizes, non-normal data, and complex models with latent and moderating variables (Hair et al., 2021). Outer model analysis was conducted to assess construct validity and reliability through loading factor, AVE, and composite reliability values. Meanwhile, the inner model is evaluated through the path coefficient, R^2, and p-value to test the strength and significance of the relationship between variables. This study tested two research hypotheses, which can be described as follows.

H1: Employee creativity has a significant effect on innovative work behavior

H2: Work centrality moderates the effect of work creativity on innovative work behavior.

RESULT AND DISCUSSION

RESULTS

The respondent profile in this study consisted of 38 employees. Based on gender, the majority of respondents are men as many as 26 people (68%), while women are 12 people (32%). In terms of age, the most respondents are in the range of 34-45

years as many as 14 people (37%), followed by the age groups 26-33 years and >45 years, each of which amounted to 11 people (29%), and 18-25 years of age as many as 2 people (5%). Based on the length of service, respondents with 0-5 years of work experience were the largest group at 13 people (34%), followed by >20 years at 11 people (29%), then 11-15 years and 16-20 years at 5 people (13%) each, and 6-10 years at 4 people (11%). In terms of educational background, most had a Bachelor's degree (S1) as many as 16 people (42%), followed by Postgraduate 9 people (24%), SMA / SMK 8 people (21%), and Diploma 5 people (13%).

The results of the analysis using SEM-PLS assisted by WARP-PLS 7 software. shown in Figure 1, below.

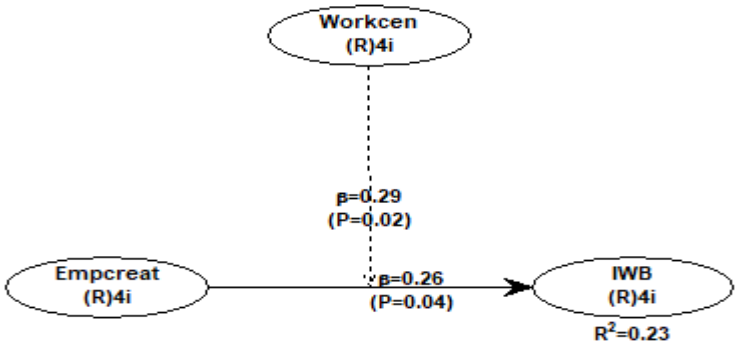

Figure 1. Full Model of WARP- PLS

Furthermore, before interpreting the results of hypothesis testing using SEM-PLS, first check the fulfillment of model requirements, namely conceptual model evaluation and structural model evaluation. Evaluation of the conceptual model (outer model) uses the AVE value, convergent and discriminant validity and reliability composites. In addition, structural model evaluation testing (inner model) is carried out, including; VIFs, R2, Q2, and hypothesis testing. Furthermore, the results of testing the outer model and inner model are shown in Table 1, Table 2, and Table 3 as follows.

Table 1. CA, CR, AVE, & Factors Loading

Variable	Indicators	Loading factors	Standard error	P value
Employee Creativity CA = 0,697 CR = 0,815 AVE= 0,525	X1	0,681	Reflect 0.120	<0.001
	X3	0,727	Reflect 0.118	<0.001
	X4	0,789	Reflect 0.119	<0.001
	X6	0,697	Reflect 0.115	<0.001

Variable	Indicators	Loading factors	Standard error	P value
Innovative Work Behavior CA = 0,625 CR = 0,663 AVE= 0,531	Y1	0,528	Reflect 0.125	<0.001
	Y2	0,542	Reflect 0.128	<0.001
	Y3	0,592	Reflect 0.125	<0.001
	Y4	0,632	Reflect 0.123	<0.001
Work Centrality CA = 0,665 CR = 0,800 AVE= 0,507	M1	0,514	Reflect 0.129	<0.001
	M2	0,806	Reflect 0.114	<0.001
	M3	0,763	Reflect 0.116	<0.001
	M4	0,730	Reflect 0.118	<0.001

Sources: Warp-PLS

Based on Table 1, the evaluation of construct validity and reliability is carried out through four main indicators, namely Cronbach's Alpha (CA), Composite Reliability (CR), Average Variance Extracted (AVE), and factor loading. CA is used to measure internal consistency between items in one construct, with an ideal value above 0.70 indicating the consistency of indicators in measuring the same concept. CR, which also measures reliability by considering the relative contribution of each indicator, is considered adequate if the value exceeds 0.70.

Furthermore, AVE is used to assess convergent validity, which is the ability of indicators to explain construct variance; a minimum value of 0.50 indicates that more than half of the indicator variance is explained by the construct. Meanwhile, factor loading shows the contribution of each indicator to the construct; the ideal value is above 0.70, although in exploratory research, a value of 0.50-0.70 is still acceptable. Overall, the model has fulfilled the outer model evaluation. Next, Table 2, presents discriminant validity using the Fornell-Larcker Criterion (FLC), with the condition that the root AVE must be greater than the correlation between variables. The FLC, VIFs, R^2, and Q^2 values were used to evaluate the quality of the structural model.

Table 2. Fornell Larcker criterion, VIFs, R^2, dan Q^2

Variables	EC	IWB	EC	ViF's	R^2	$Q^2 = 1 - R12$
Employee Creativity	**0.725**			1,719		= 1 – 0,230

Innovative Work Behavior	0,293	**0,525**		1,311	0,230	= 0,7700 = 77 %
Work Centrality	0,323	0,055	**0,712**	1,150		

Sources: Warp-PLS

The Fornell-Larcker Criterion is used to assess discriminant validity, namely the extent to which a construct is empirically different from other constructs. Discriminant validity is considered fulfilled if the AVE square root value (located on the main diagonal) is higher than the correlation between constructs (values outside the diagonal). Employee Creativity (KK) has an AVE root value of 0.725, greater than its correlation with PKI (0.293) and SK (0.323), so discriminant validity is achieved. The same applies to PKI (0.525), which exceeds its correlation with KK (0.293) and SK (0.055), and SK (0.712) which also exceeds its correlation with KK (0.323) and PKI (0.055).

In addition, the Variance Inflation Factors (VIFs) value is used to detect multicollinearity symptoms. The ideal VIF value is ≤ 3.3. All VIF values in the model are below this threshold, indicating that there is no multicollinearity problem between constructs. Meanwhile, the coefficient of determination (R^2) for the Innovative Work Behavior (IW) variable is 0.230, indicating that 23% of the variability of IW can be explained by KK and SK, while the remaining 77% is influenced by other factors outside the model. Furthermore, Predictive Relevance (Q^2) measures the predictive ability of the model using blindfolding techniques. The formula used is:

$Q^2 = 1 - (1 - R^2)$ or directly: $Q^2 = 1 - R^2$. $Q^2 = 1 - 0.230 = 0.770$ or 77%. A value of $Q^2 > 0$ indicates that the model has good predictive ability, even $Q^2 = 0.77$ indicates that the model is highly predictively relevant to the PKI construct.

Furthermore, Table 3 shows the results of testing the research hypotheses that have been proposed as follows.

Table 3. Hypothesis Testing

Variables	Path coefficient	p-Values	Remarks
EC -> IWB	0.264	0.038	signifikan
EC*WC -> IWB	0.291	0.024	signifikan

Sources: Warp-PLS

Based on the results of hypothesis testing in Table 3, it can be concluded that employee creativity (EC) has a positive and significant effect on innovative work behavior (IWB). The path coefficient value of 0.264 indicates that the higher the level of creativity possessed by employees, the greater their tendency to show innovative work behavior. The p-value of 0.038 which is smaller than 0.05 indicates that the effect is statistically significant. Thus, Hypothesis 1 is accepted.

Furthermore, the interaction between employee creativity and work centrality (WC) was also shown to have a positive influence on innovative work behavior, with a

path coefficient value of 0.291. This finding suggests that when employee creativity is supported by high work centrality - the perception that work is an important aspect of life - then the drive to innovate will be stronger. The p-value of 0.024, which is also below 0.05, confirms that this effect is statistically significant. Therefore, Hypothesis 2 is also accepted, meaning that work centrality strengthens the relationship between creativity and innovative work behavior.

DISCUSSIONS

The results of this study indicate that employee creativity plays a positive and significant role in encouraging innovative work behavior. Creativity allows individuals to explore new ideas and apply them in the work context to improve efficiency and effectiveness (Anderson et al., 2024). Creative employees are generally more proactive in finding solutions, taking risks, and actively making improvements (Ng & Lucianetti, 2022). In addition, creativity encourages engagement in learning and experimentation, which strengthens innovation capacity (Zhou & George, 2021). A work environment that supports creativity also increases the contribution of new ideas into daily practice (Shafique et al., 2023). Therefore, facilitating creativity is an important strategy for organizations to foster innovative behavior. This finding is in line with the Job Demands-Resources (JD-R) theory, which states that job resources such as creativity can increase motivation and positive behavior, including work innovation (Bakker & Demerouti, 2017; Van Wingerden et al., 2020). Creativity as an internal resource has been shown to encourage employee initiative in creating new solutions in the workplace (Schaufeli, 2021).

Employee creativity is also an individual's ability to generate new ideas, unique solutions, and different approaches to completing tasks. Innovative work behavior refers to employees' efforts to develop and implement ideas to improve performance. Work centrality reflects the extent to which a person views work as an important and meaningful part of his or her life. Research shows that creativity and work centrality contribute significantly to innovative work behavior. Creative employees tend to be more active in creating useful ideas and engaging in the innovation process (Anderson et al., 2024; Ng & Lucianetti, 2022). On the other hand, work centrality increases employees' commitment and drive to participate in idea development (Paullay et al., 1994; Kanfer et al., 2021). When work is considered a major aspect of life, employees are encouraged to innovate consistently (Shin et al., 2020; Shafique et al., 2023). Thus, the combination of creativity and work centrality is an important foundation in shaping innovative work behavior.

The results of the analysis show that work centrality significantly strengthens the relationship between employee creativity and innovative work behavior. When individuals view work as the main aspect of their lives, the desire to contribute to the organization will increase, so that creative ideas are more easily realized in the form of

innovative actions (Rich et al., 2023). Work centrality acts as a psychological driver that strengthens commitment and perseverance in finding new solutions (Kim & Beehr, 2021). In this situation, creativity not only creates ideas, but also encourages proactive and innovative behavior (Lee et al., 2022). Organizational support for work meaning also amplifies the effect (Tang et al., 2020). The combination of high creativity and work centrality creates a solid foundation for creating sustainable innovation (Zhao & Wang, 2024). This finding is in line with the Job Demands-Resources (JD-R) theory, which emphasizes that resources such as creativity and job centrality can increase job attachment and positive behaviors, including innovation (Bakker & Demerouti, 2017; Lesener et al., 2020). Work centrality also strengthens the relationship by giving meaning and value to work (Tims et al., 2013; Schaufeli, 2021).

RESEARCH IMPLICATIONS

The implications of these findings confirm the importance of organizations to create a work environment that supports creativity and gives meaning to work. Providing autonomy, space for expression, and recognition of employees' contributions will encourage them to be more innovative. Human resource management needs to integrate creativity development strategies and work centrality enhancement to strengthen commitment and engagement in innovation. Theoretically, this study supports and extends the Job Demands-Resources (JD-R) framework, emphasizing that creativity and job centrality are personal resources that drive innovative work behavior. Work centrality acts as an amplifier of the relationship between creativity and innovation, through increased work meaning and engagement. The findings make a conceptual contribution to understanding the psychological mechanisms that link individual potential to organizational value creation through innovation.

CONCLUSIONS

This study concluded that employee creativity plays a significant role in increasing innovative work behavior. Meanwhile, work centrality is proven to be able to strengthen the influence of employee creativity on innovative work behavior. Creativity encourages the exploration of new ideas and the implementation of solutions, while work centrality strengthens employees' desire to contribute innovatively. The combination of the two creates a strong foundation for sustainable innovation. However, this study has limitations in terms of the relatively small sample size and the specific scope of the institution, so generalization of the results needs to be done with caution. In addition, the use of a cross-sectional approach limits understanding of the dynamics of the relationship between variables over time. Future research is recommended to use longitudinal methods and involve more diverse organizational sectors. In addition, the addition of mediating or moderating variables such as

organizational support or innovative climate can enrich the understanding of the factors that influence innovative work behavior more comprehensively.

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