

ANTECEDENTS OF EMPLOYEE CREATIVITY AND ITS INFLUENCE ON JOB PERFORMANCE

(Study on Police personnel at Surakarta Police Station)

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Abstract: *This study aims to determine the relationship between the antecedents of employee creativity and its effect on job performance in Police personnel in Surakarta Police Station. This research method uses quantitative methods with a total population of police personnel in Surakarta police station totaling 1083 personnel. The sampling technique of this study will refer to the criteria proposed by (Joseph F Hair et al., 2014) which are based on the Maximum Likelihood Estimation (MLE) technique. A good sample number according to MLE ranges from 100-200 samples, therefore the expected sample number is a minimum of 100 respondents and a maximum of 200 respondents (Joseph F Hair et al., 2014). Specifically for this study, the sample used was around 180-200 respondents at the Surakarta City Police Station. Data collection techniques use questionnaires that will be given randomly to the object of research. Data analysis tools using Smart-PLS applications. The results showed that Mindfulness has a significant effect on the creative process of members, Support perception of the organization has a significant effect on the meaning of work, Proactive personality has a significant effect on the meaning of work, Involvement of the creative process has a significant effect on employee creativity, Meaning of Work has a significant effect on employee creativity, Mindfulness has an indirect effect on employee creativity, in the mediation relationship First perception of support The organization has an indirect effect on employee creativity through the meaning of work, Both proactive personalities have an indirect effect on employee creativity through the meaning of work, Employee creativity has a significant effect on job performance.*

Keywords: *Mindfulness, perception of organizational support, proactive personality, creative process involvement, work meaning, employee creativity, job performance*

1. Introduction

Performance in a company is largely determined by the employees or human resources owned by the company. Human resources are very important because they are a driving force in directing, maintaining and achieving company goals in achieving in the business world (Ibrahim et al., 2016). In today's competitive business environment, supporting achievements in creativity and creating support that is felt to help increase creativity in many organizations or companies (Ibrahim, Isab, & Shahbudin, 2016) which at the same time increases job satisfaction and reduces the desire to move employees is very important (Cheng, Yang, Wanc, & Chu, 2013). According to Li Zhang et al., (2016) Employee creativity can be influenced by various factors including: involvement of the

creative process, perception of organizational support and proactive personality. Involvement in the creative process focuses on employee involvement in creativity that is relevant to the process and methods used in creating the creative process (Du et al., 2016).

Involvement in the creative process in employees includes three stages, namely identifying problems, seeking information accompanied by grouping the information with related problems and finally generating a new idea from the problem at hand (Du et al., 2016). Although the source of creativity has been explained quite extensively in the statement above. However, it is important to know that creativity is also influenced by mindfulness which helps in creating employee creativity and it is directly connected to employee performance (Ngo et al., 2020). A supportive work environment for creativity based on mindfulness is important in determining company performance. Creativity is very important in a company. Therefore, creativity is an important variable to improve company performance.

Involvement in the creative process plays an important role in employee performance, but this situation can be created if the process of work meaning in the company can be created, as explained in the research of Akgunduz et al., (2018), the meaning of work also affects employee creativity. The meaning of work is defined as the balance or harmony between the characteristics and expectations of employees. Organizational support plays a major role in enhancing employee creativity where they will be motivated to improve organizational performance and productivity (Ibrahim et al., 2016). An organization that supports innovation to create new conditions with employees who have a proactive personality who can identify and use opportunities and can take initiative until cool change can be achieved, then it means that it needs to improve and reward the business to promote creativity and innovation (Kandampully et al., 2016). Recruiting proactive personalities who are able to increase employee creativity is a way that can bring creativity in the workplace (Chang & Teng, 2017).

2. Research Method

This study uses a survey research design, with the scope of research or the object is all police personnel at the Surakarta City Police, this research will use sampling techniques using questionnaires with a 5-point likert scale.

3. Results and Discussion

3.1. Results

Test Instrument (Outer Model)

This study used convergent validity, discriminant validity and composite reliability instrument tests.

Convergent Validity

Outer Loadings (Convergent Validity) results that meet the requirements of scientific research rules, namely all loading factors ≥ 0.5 . In the significance test with the t test, it shows the entire p value < 0.05 . This overall result implies the conclusion that all indicators can be declared valid.

Discriminant Validity

The results of the discriminant validity test show that the AVE root has a greater value in all constructs than the correlation between constructs and other constructs, thus it can be stated that all variables meet the requirements for discriminant validity (Discriminant Validity).

Composite Reliability

The results of Composite Reliability and the results of Cronbach's Alpha values all have values above 0.7 on all latent variables, so they can be declared qualified reliability values.

Evaluation Inner Model

R², Q² & GOF

- **R square** can be seen in the following table:

Table 1. R- Square	
Variable	R-square
Creative Process Engagement	0.083
Meaning of Work	0.129
Employee Creativity	0.171
Job Performance	0.100

The results obtained in the R-square test showed that, (1) the Creative Process Engagement variable got an R-square value of 0.083 which can be interpreted that the ability of the Mindfulness model to explain the Creative Process Engagement variable is 8.3% and the remaining 91.7% is explained by other variables. (2) The Work Meaning variable gets an R-square value of 0.129 which means that the ability of the Organizational Support Perception and Proactive Personality model in explaining the Work Meaning variable is 12.9% and the remaining 87.1% is explained by other variables. (3) The Employee Creativity variable gets an R-square value of 0.171 which means that the ability of the Mindfulness model, Creative Process Engagement, Perception of Organizational Support, Proactive Personality and Work Meaning in explaining the Employee Creativity variable is 17.1% and the remaining 82.9% is explained by other variables. (4) The Job Performance variable obtained an R-square value of 0.100 which means the ability of the Mindfulness model, Creative Process Engagement, Perception of Organizational Support, Proactive Personality, Work Meaning and Employee Creativity in explaining the Job Performance variable is 10.0% and the remaining 90.0% is explained by other variables.

- **Q² Score** can be seen in the following table:

Table 2. Q2- Square			
	SSO	SSE	Q² (=1-SSE/SSO)
Mindfulness	2970.000	2970.000	
Perception of Organizational Support	1584.000	1584.000	
Proactive Personality	1980.000	1980.000	
Creative Process Engagement	2178.000	2081.061	0.045
Meaning of Work	594.000	537.147	0.096
Employee Creativity	3366.000	3022.320	0.102
Job Performance	2376.000	2239.653	0.057

Based on the results of the Q-square test, it can be described that the Q-square predictive relevance value on the Creative Process Engagement (X4) variable is 0.045. The Q-square predictive relevance value on the Work Meaning variable (X5) is 0.096. The Q-square predictive relevance value on the Employee Creativity variable (X6) is 0.102 and the Q-square predictive relevance value on the Job Performance (Y) variable

is 0.057. The value of all variables is >0 , which means that the research model has predictive relevance.

- **GOF** can be seen in the following table:

Table 3. GOF				
	AVE	R Square	AVE X R2	$\sqrt{\text{AVE X R2}}$
Creative Process Engagement	0.601	0.083	0.050	0.223
Meaning of Work	0.818	0.129	0.106	0.335
Employee Creativity	0.626	0.171	0.107	0.327
Job Performance	0.625	0.100	0.063	0.250

According to the opinion expressed by Hair et al., (2021), the value category of GoF is 0.10 in the small category, 0.25 in the medium category and 0.36 in the large category. Based on the results of the calculation above, it was obtained (1) the Gof value of the Creative Process Involvement variable of 0.223, then it entered into the small category, (2) the Gof value of the Work Meaning variable of 0.335, then it entered the medium category, (3) the Gof value of the Employee Creativity variable of 0.327, then it entered the medium category and the Gof value of the Job Performance variable of 0.250, then entered into the medium category.

3.2.Discussion

Based on the test above, it can be said that the questionnaire data obtained is valid and reliable. This is based on testing outer model instruments in the form of convergent validity, discriminant validity, composite reliability tests and inner model tests, namely R square, Q square and GOF tests. Furthermore, in the influence test, it is said that Mindfulness has a significant effect on the creative process of members, Support of organizational perception has a significant effect on the meaning of work, Proactive personality has a significant effect on the meaning of work, The involvement of the creative process has a significant effect on employee creativity, . The meaning of work has a significant effect on employee creativity, Mindfulness has an indirect effect on employee creativity, in the mediation relationship First, the perception of organizational support has an indirect effect on employee creativity through the meaning of work, Second, proactive personality has a significant effect on employee creativity through the meaning of work, employee creativity has a significant effect on job performance.

4. Conclusion

Based on the results of the research hypothesis analysis test and the discussion that has been described, conclusions can be drawn as follows:

- a. Mindfulness has a significant effect on the creative process of police personnel members at the Surakarta City Police so that it can be concluded that the greater the Mindfulness felt by police employees towards work and the environment in Surakarta police organizations or agencies, the greater the creative process that occurs within them so that it has a positive impact on the creative process of police personnel in the Surakarta City Police Station.
- b. Organizational perception support has a significant effect on the meaning of work, which means that the better the support of the perception of the organization or

- police agency felt by police personnel, the better it will affect the meaning of work owned by police personnel on the work they do.
- c. c. Proactive personality has a significant effect on the meaning of work, so it can be concluded that the higher the proactive personality felt by police personnel towards their work and organizational environment (Surakarta Police), the lower the effect will be on the meaning of work created in Surakarta city police personnel. But on the contrary, if the proactive personality is low, the meaning of work that occurs among Surakarta city police personnel has increased high.
 - d. The involvement of the creative process has a significant effect on employee creativity so that it can be concluded that the higher the involvement of the creative process of Surakarta city police personnel, the higher the creativity of employees, in this case the porli peers of the city of Surakarta.
 - e. The meaning of work has a significant effect on employee creativity, so it can be concluded that the better the meaning of work felt by police personnel towards their work and organizational environment (Surakarta Police), the better the employee creativity created in Surakarta city police personnel.
 - f. Mindfulness has an indirect effect on employee creativity through the involvement of the creative process, so the higher the Mindfulness, the higher the involvement of the creative process so that it can increase the creativity process of employees.
 - g. First, the perception of organizational support has an indirect effect on employee creativity through the meaning of work, so the better the perception of organizational support, the better the work food produced so that it can improve the process of employee creativity.
Second, the proactive personality has an indirect effect on employee creativity through the meaning of work, so it can be concluded that the stronger the proactive personality, the weaker the meaning of work produced so that it can increase employee creativity. Vice versa, if the proactive personality weakens, the meaning of work becomes strong so that it can increase employee creativity.
 - H. Employee creativity has a significant effect on job performance so that it can be concluded that the higher the creativity of employees, in this case Surakarta city police personnel, the higher the job performance of Surakarta city police personnel in carrying out their duties in the jurisdiction of the city of Surakarta.

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