

## The Influence of Organizational Support and Proactive Personality on Employee Creativity Mediated by the Meaning of Work at PT Sumitan Artha Valutama



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**ABSTRACT:** This research aims to determine the effect of 1) organizational support and proactive personality on the meaning of work, 2) organizational support and proactive personality on employee creativity, 3) meaning of work on employee creativity, 4) organizational support for employee creativity through meaning of work 5) proactive personality on employee creativity through meaningful work. The research was conducted at PT Sumitan Artha Valutama with a research sample of 50 respondents. The sampling technique uses a saturated sample technique. The data analysis method uses descriptive analysis and path analysis. The results of the research show that: 1) there is a positive and significant direct influence of organizational support and proactive personality on the meaning of work, 2) there is a positive and significant direct influence of organizational support and proactive personality on employee creativity, 3) there is a positive and significant direct influence of meaningful support work on employee creativity, 4) there is no influence of organizational support on employee creativity through meaning of work. 5) there is no influence of proactive personality on employee creativity through the meaning of work.

**KEYWORDS:** Organizational Support, Proactive Personality, Meaning of Work, Employee Creativity

### INTRODUCTION

Human resources are one of the main elements of an organization. This is because human resources are a dynamic aspect and can develop. One of the most important parts that play a role in determining success is developing potential workers to achieve organizational goals. Not only helping in achieving organizational goals but also determining what the organization can achieve (Robbins & Judge 2015). One of the factors that makes HR irreplaceable is creativity which cannot be possessed by other resources in the company. With high creativity from employees, they can create innovations that can increase the competitiveness of a company. Therefore, increasing HR must be done to create high competitiveness for the company. Good human resources can be described from the side of their creativity. In general, employee creativity is the ability of employees to create an idea or concept based on the ability to think constructively to develop an imagination that will develop into an idea or concept (Kreitner & Kinicki, 2014). Furthermore, Sarac et al., (2014) added that employee creativity is a complex personality that includes intellectual and social abilities. Sultika & Hartijasti (2017) stated that innovation orientation, creative climate, self-leadership, and self-efficacy are factors that influence employee creativity in the workplace.

Furthermore, Ilham (2017) added that creative personality itself is related to work environment factors to encourage creativity from employees. The work environment consists of physical and non-physical. A fresh, comfortable work environment and facilities that support tasks are physical work environments that encourage employee creativity. The non-physical work environment includes awards and recognition from leaders, freedom, empowerment, leadership, and organizational culture that can trigger employee creativity.

Companies facing tight business competition certainly need human resources who have high abilities or quality. Human resources are valuable assets that are important for organizations to have. Because organizations will succeed when they have reliable human resources (Ardana in Putra, Sriathi, 2017). Achieving organizational goals requires resources as a source of energy, energy, or strength needed to create various activities and activities (Sartika, 2012). The success of an organization is influenced by the performance of individual employees so each organization strives to manage the human resources it has (Ariarni, Afrianti, 2017). The goals of an organization are influenced by employee performance, Employee performance is the result of work in terms

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of quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Susmiati, Sudarma, 2015). The success of an organization is greatly influenced by the performance of its employees. Every organization or company will always try to improve employee performance, with the hope that the company's goals will be achieved. Improving employee performance will bring progress to the company to be able to survive in an unstable business environment competition. Therefore, efforts to improve employee performance are a challenge (Damayanti et al, 2018).

Good employee performance or work performance can be a special privilege for a company. The term employee performance is defined as the achievement or work results (output) both in quality and quantity achieved by an employee in carrying out his work duties following the responsibilities given. In general, performance is evaluated based on work quality, work quantity and timeliness. The dimensions of employee performance can give rise to a company's competitiveness with its competitors. Companies with good employee performance can easily achieve their desired goals, which also makes them superior to their competitors.

Employees can be a company advantage because they have competitive and comparative characteristics, which tend to be difficult for competitors to imitate, so high employee performance is expected to be used as company ammunition (Sari, Susilo, 2018). Organizations need to know the factors that can influence employee performance, some of which are the perception of organizational support or Perceived Organizational Support (POS) and job satisfaction. Eisenberger (in Ariarni, Afrianti, 2017) explains that Perceived Organizational Support (POS) is the employee's perception of the organization regarding the extent to which the organization values their contributions and cares about their welfare.

Organizations generally provide positive forms of support that are beneficial to employees. The support provided can create employee perceptions of the organization. Employees with high levels of POS are more likely to give their best performance. Perceptions of organizational support refer to employee perceptions of the extent to which the organization values their contributions and cares about their well-being. If employees perceive that the organizational support, they receive is high, then the employee will integrate membership as a member of the organization into their self-identity and then develop more positive relationships and perceptions of the organization (Susmiati, Sudarma, 2015).

Research conducted by Rhoades et, al (in Susmiati, Sudarma, 2015) regarding the effect of POS on employee performance, namely the results of the study showed that POS had a positive effect on employee feelings of obligation to support the organization where they work, which in turn affects affective commitment and performance. Employee performance is related to various variables, two of which are the variables perceived organizational support (POS) or perception of organizational support and employee engagement or employee attachment. One of the studies that link employee performance with POS was conducted by Susmiati and Sudarma (2015) with the title, "The Influence of Organizational Culture and Perceived Organizational Support on Employee Performance with Organizational Commitment as an Intervening Variable". The results of this study are in line with Paruntu's research (2016) that organizational support is very important for improving employee performance.

Employee performance research related to employee engagement was also conducted in previous studies. Previous research linking employee performance to employee engagement was conducted by Anitha (2014) with the title, "Determinants of Employee Engagement and Their Impact on Employee Performance". The results of this study are in line with the research of Lewiuci and Mustamu (2016) that employee engagement has a positive and significant effect on employee performance. Organizations generally provide forms of positive support that are beneficial to employees. The support provided can create employee perceptions of the organization. Employees with high levels of POS are more likely to give their best performance. POS also produces a response in the form of employee engagement. Perceptions of organizational support refer to employee perceptions of the extent to which the organization values their contributions and cares about their well-being. If employees perceive that the organizational support they receive is high, then the employee will integrate membership as a member of the organization into their self-identity and then develop more positive relationships and perceptions of the organization. Perceived organizational support (POS) is influenced by various aspects of employee treatment by the organization, which in turn will influence employee interpretations of the organization that underlie the motives for such treatment. Organizational support theory assumes that based on the norm of reciprocity, employees will feel obligated to help the organization achieve its goals because the organization cares about their welfare.

The current business world competition has changed the way modern companies are managed. A company will grow rapidly if its employee management is properly considered. This is because the company's employees are the ones who drive the company's business every day. Company employees have great potential to carry out the company's activities. However, companies often ignore the management of their employees. The company will run smoothly and develop if all the services contributed by employees to the company are given attention. As'ad (1999) stated no matter how perfect the plan, organization,

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and supervision are, if employees do not carry out their duties with interest and joy, then a company will not achieve as many results as it could achieve.

Currently, company employees are expected not only to have high initiative and creativity but are also required to follow technological developments. In addition, companies also need employees who are not only willing to work but are willing and able to do other work outside of their work and have a proactive personality to increase the effectiveness of the organization. Employees with a proactive personality will actively seek opportunities, show initiative, and persist until they bring about meaningful change (Bateman & Crant, 1993). Maslow suggested that a person's proactivity lies in a person's personality, not in response to external stimuli, meaning that individuals act, not react (Mangkunegara, 2016).

Employees are one of the important things in a company, therefore a proactive personality must be possessed by an employee so that the company's performance is improved and maximized overall. Employees who have a proactive personality will suggest new ways to achieve goals and propose new ideas to improve performance. A proactive personality is a specific form of motivated personality at work, where employees take the initiative to improve current conditions or create new conditions and include challenges to the status quo rather than passively adapting to current conditions (Bateman & Crant, 1993). Proactive employees will demonstrate a personality that is self-directed, anticipatory and focused on the future intending to bring about good change for the situation they are facing, themselves, others, groups, and organizations (Bindl & Parker, 2010). In addition, employees who have a proactive personality are not pressured by situational pressures, employees will solve various problems, feel responsible for seeking opportunities, show initiative, take action, and persist until changes occur in their environment (Crant & Bateman, 2000). However, the changes resulting from a proactive personality must be of a nature that improves the situation for the better and is consistent with the organization's mission.

According to Covey (2001), a proactive personality is a personality that can take the initiative, control one's own life, make choices according to values, think before reacting, and be aware that one cannot control everything that happens. A proactive personality is an act of self-initiative and future-oriented that aims to change and improve one's situation (Parker, Williams & Tuner, 2006). The indicators of a proactive personality are described as follows, the ability to have the freedom to choose a response, the ability to take the initiative, and the ability to be responsible for one's choices (Covey, 2001).

According to Covey (2001), the factors that influence the proactive personality of employees in a company are, self-paradigm (internal factor) and external paradigm (external factor) including, (1) Trust, (2) Motivation, (3) Habits, (4) Attitudes, (5) Friends, (6) Family, (7) Money, (8) Goods, (9) Places of worship. From several factors that influence the proactive personality mentioned above, it can be seen that one of the external factors 8 that can influence an employee's proactive personality is friends. What is meant by friends are coworkers or leaders who have a strong influence in showing a proactive personality daily. The leader's personality is an important aspect of creating a proactive work personality, especially a transformational leadership personality which is positively related to a proactive work personality (Den Hartog & Belschak 2012; Strauss, Griffin, & Rafferty, 2009).

The meaning of work is an experience of work that is specifically felt to be meaningful and provides more positive meaning for the individual (Rosso, Dekas, and Wrzesniewski, 2010). Steger, Dik, and Duffy (2012) stated that there are three dimensions of the meaning of work, namely positive meaning, meaning-making, and the greater good. Meaningfulness itself is different for each individual because meaning is subjective and depends on how each person views it (Leontiev, 2015; Wibowo, 2016).

Dutton (in Weir, 2013) said that the meaning of work can be felt by anyone, regardless of their job, because the meaning of work is something that is subjective and can be created through a process. Steger, et al. (2012) explained that people who say that their work is meaningful, show better psychological adjustment and simultaneously have the desired qualities for the organization. People who feel the meaning of work see their work as something important to them and contribute generatively to the quality of life of the person. In such a situation, work provides a motivating, satisfying and meaningful experience, as well as enriching.

Arif (2016) emphasized that the issue of the meaning of life is crucial in positive psychology. Since the basic nature of humans is to work, research related to the meaning of work is of particular concern. However, what makes work meaningful? The question of why and how employees find meaning in their work is fundamental for employees in approaching, making, and experiencing the meaning of work (Rosso, et al. 2010).

A study conducted by Rosso, et al. (2010) showed that four factors influence the meaning of work, namely the self, others, work context, and non-work domain. In the Asian context, the results of Nawrin's (2014) study showed that the factor of others, namely the relationship with superiors, can influence the meaningfulness of employee work. This relationship with superiors is

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explained through the theory of quality leader-member exchange (Q-LMX), which is hereinafter referred to as the quality of superior-subordinate relations.

The quality of superior-subordinate relations is an individual leadership model that explores how superior-subordinate relationships are built over time and how the quality of this reciprocal relationship affects outcomes (Daft, 2005). Different from leadership theories that assume that a leader essentially shows the same style towards all subordinates a leader-acts differently with different subordinates and builds certain types of relationships with them (Lunenburg, 2010).

The quality of superior-subordinate relations can be seen through four dimensions, namely affection, loyalty, contribution, and professional respect (Liden and Maslyn, 1998). Differences in the quality of superior-subordinate relations are a process in which superiors, through engagement in different types of reciprocal patterns with subordinates, form different qualities of reciprocal relations (between low and high) (Choi, 2013).

### **LITERATURE REVIEW**

#### **Employee Creativity**

Smith, (2006) creativity is a person's ability to create something different, either in the form of results that can be assessed or in the form of ideas (actions that produce new and different creative works). Employee creativity can be interpreted as the center of an organization's long-term survival because employees can generate new and potentially useful ideas to create new, and or improve existing, products, services, processes, and routines (Shalley et al., 2000).

According to Carmeli et al. (2010), employee creativity is defined as the production of new or original ideas, products, or procedures, and has the potential to benefit an organization. In several studies, creativity is considered a personal characteristic with features that include broad areas of interest and high energy levels (King & Gurland, 2007). Creativity is important to organizations because creative contributions can not only help organizations become more efficient and more responsive to opportunities, but also help organizations adapt to change, grow, and compete in the business environment. The measurement scale items of employee creativity variables in this study were quoted from previous research (Farmer et al., 2003) where in this study there were four (4) measurement items, namely;

- 1) This employee tries new ideas or methods first.
- 2) This employee looks for new ideas and ways to solve problems.
- 3) This employee produces breakthrough ideas related to the field of work.
- 4) This employee is a good role model for creativity.

The indicators of the four measurement scale items were taken from research by Tierney et al, (1999), which explains three criteria indicators that are directly related to the generation

#### **Organizational Support**

Perceived organizational support is all about employees' perceptions that the organization values their contributions and cares about their well-being (Neves & Eisenberger, 2014). When employees hold the perception that their work is valued and cared for by the organization, it will encourage employees to integrate membership as members of the organization into their self-identity. According to (Eisenberger, Huntington, Hutchison, & Sowa, 1986), perceived organizational support is an employee's belief in the organization where the employee works which can drive employee perceptions regarding the extent to which the organization values employee contributions and cares about their well-being.

Perceived organizational support according to (Rhoades & Eisenberger, 2002) is the belief that the organization values the contributions of its employees through their work and shows concern for their well-being. Based on the explanation of the opinions above, it can be concluded that perceived organizational support is all about employee perceptions which are characterized by positive employee attitudes regarding the extent to which the organization values their contributions and cares about employee well-being.

According to (Eisenberger, Huntington, Hutchison, & Sowa, 1986), the perception of organizational support consists of dimensions derived from its definition, namely:

- 1) Rewards. Rewards are given by the organization for the efforts made by employees in the form of attention, salary, promotion, and access to information or other forms needed to improve performance optimally.
- 2) Development. Development is something that is given to employees in the form of promotion opportunities.
- 3) Working conditions. Working conditions are conditions regarding the work environment.
- 4) Caring for employee welfare Concern for employee welfare, listening to employee input or complaints, and being interested in the work that employees do is the concern shown by the organization for employees.

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## Proactive Personality

A proactive personality is an initiative personality that appears in a person to change the conditions around him for the better. According to Suryani (2020), a proactive personality is a person's nature who tends to take advantage of opportunities dares to take action in deciding something, and is active in doing the work. According to Chipeta & Surujlal (2017), proactive personality is a relatively stable individual tendency towards proactive personality, it identifies differences in how individuals take action to influence their environment.

Rooted in the interactionist perspective (Bandura and Walters, 1977); Schneider 1983), a proactive personality suggests that individuals are likely to create their environment. In psychology and organizational personality literature, the theme of interactionism states that personality is controlled internally and externally (Schneider 1983). There is a reciprocal causal relationship between people, the environment, and personality (Bandura and Walters, 1977).

According to Covey & Sean (2001) proactive is a form of ability to have freedom in determining a response, the ability to take initiative, and the ability to be responsible for one's choices with several indicators as follows:

- 1) Freedom in choosing a response that contains elements such as self-awareness, imagination, conscience, and free will
- 2) Taking initiative can be seen from two things, namely the ability to plan something immediately and the anticipatory ability

## Meaning of Work

Wrzesniewski (1999) defines the meaning of work as a person's purpose for working and their understanding of the work they do. According to Wiltshire (2015) there are 8 meanings of work, namely: working as an economic activity, working as a routine and active, working as intrinsically satisfying, working as morally right, working as an interpersonal experience, working as status and prestige, working as gender, and working as an opportunity to practice.

Meanwhile, Yaktiningsasi (1994) links the meaning of work with a person's concept of the nature of understanding work as an activity that produces something useful for others. According to him, the meaning of work is divided into 5 dimensions, namely: the dimension of the centrality of work in life, the dimension of social norms regarding work, the dimension of valuable work results, the dimension of the importance of aspects of work, and the dimension of the role of work.

Work involvement reflects the extent to which a person devotes psychological resources, energy, and time to carrying out their duties. Liu and Liu (2015) revealed differences in the meaning of work for women and men. Women are more likely to seek security, safety, and stability in their jobs, while men are more likely to seek value in terms of realizing a vision and having a successful career.

Understanding job orientation (Brooks, 2012), can help find ways to motivate yourself and create a better work situation without having to change jobs, help identify other careers that may be more or equally satisfying, and be very helpful knowledge for transitioning to a new career field. For a manager, a supervisory style is needed to manage individuals with different job orientations.

- 1) Job Orientation. For individuals with a stronger job orientation, their main interest is in the material benefits provided by the job. They see the purpose of work as a tool (instrument) to obtain the resources needed to support other aspects of life (Fossen, 2010). Individuals who fall into this category tend to view their work as a means to an end. They work to receive pay and/or benefits to support their hobbies, family, or life outside of work; prefer work that does not interfere with their personal life; and do not have a strong connection to their workplace or job duties. For them, work serves as a basic need in life (Brooks, 2012).
- 2) Career Orientation. Someone with a "career" orientation is more likely to focus on elements related to success or prestige. This individual will be interested in the ability to move up in his career, receive salary increases and new titles, and achieve the social status that comes from a career. Careers that have a clear "ladder" are attractive to those with a career orientation (Brooks, 2012). Individuals with a stronger career orientation see the purpose of work as a means to achieve achievement (Fossen, 2010).
- 3) Calling Orientation. Individuals with a calling orientation often describe their work as an integral part of their life and identity. They view their career as a form of self-expression and personal satisfaction. Research conducted by Wrzesniewski and colleagues found that individuals with a calling orientation are more likely to find their work meaningful and will modify their tasks and develop relationships to make it better (Brooks, 2012). They were found to be more satisfied overall with their work and life. Someone with a calling orientation may also want good pay and benefits but is more likely to say that they would do their job, even (perhaps) if they were not paid. As mentioned in the previous chapter, the authors of this study focus more on the meaning of work with a calling orientation.

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## METHODS

The research was conducted by PT Sumitan Artha Valutama, Jalan Tebet Dalam Raya No. 31 Tebet Barat, Tebet, South Jakarta. The research was conducted from March 2024 to May 2024. This research uses an explanatory analysis approach, namely each variable stated in the hypothesis is observed by testing the causal relationship between the independent variable and the dependent variable, as well as the mediating variable in this case is the meaning of work, as the observed variable can mediate the direct relationship of the independent variable (organizational support, proactive personality) to the dependent variable (employee creativity). The influence of these mediating variables can strengthen or weaken the relationship between the dependent and independent variables. This phenomenon is created as a variable (X3), where the meaning of work as a mediating variable will later be tested through an interaction test.

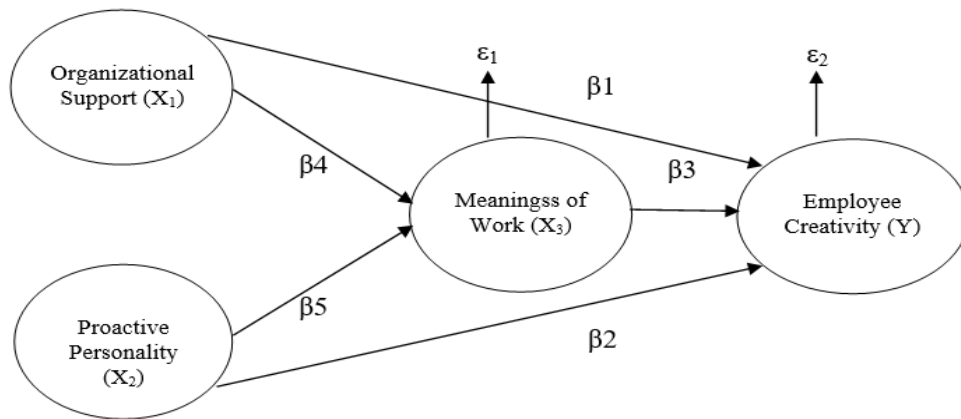


Figure 1. Path Analysis

## Population and Sample

In general, the population is meant as part of a generalization area consisting of objects/subjects that have certain qualities and characteristics, Sugiyono (2018:115). The population in this study were 50 employees of PT Sumitan Artha Valutama

The sample used by the author in this study were employees of PT Sumitan Artha Valutama. The total number of employees was 50 people. All of these employees were involved in this study. So the sampling used the saturated sample method.

## Analysis Model

Descriptive analysis is an analysis method that aims to describe or explain something as it is (Irawan, 2004) in Baroroh (2008). In this study, data presentation uses a table of data analysis of average values (means) and frequency distributions.

Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate the causal relationship between variables (causal models) that have been previously determined based on theory (Ghozali, 2018). Regression analysis with intervening variables is used to determine the total influence of independent variables on dependent variables, which consist of direct and indirect influences, namely through intervening variables.

## RESULT

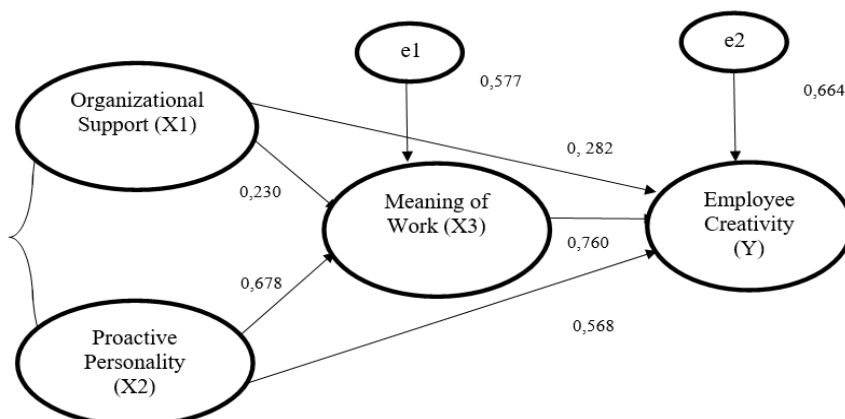


Figure 2. Path Analysis Model

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The value of the influence of organizational support and proactive personality on employee creativity through the meaning of work is as follows:

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_1}) \times (\rho_{YX_3}) = 0,230 \times 0,760 = 0,174$$

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_2}) \times (\rho_{YX_3}) = 0,678 \times 0,760 = 0,515$$

### a) The Effect of Organizational Support and Proactive Personality on the Meaning of Work

To find out this, it is necessary to use the F-test. The following is the test of each variable:

**Table 1. Results of the F Test of the Effect of Organizational Support and Proactive Personality on the Meaning of Work**

**ANOVA<sup>a</sup>**

| Model        | Sum of Squares | df | Mean Square | F      | Sig.              |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 642.988        | 2  | 321.494     | 46.869 | .000 <sup>b</sup> |
| Residual     | 322.392        | 47 | 6.859       |        |                   |
| Total        | 965.380        | 49 |             |        |                   |

a. Dependent Variable: X3

b. Predictors: (Constant), X2, X1

**Source:** Primary Data processed, 2024

The results of the F-test for the variables of organizational support and proactive personality obtained a calculated F-value of 46,869 and an F-table of 4.038. This means that the calculated  $F > F\text{-table}$  ( $46,869 > 4.038$ ) and with a significance value of  $0.000 < 0.05$ , which means that  $H_0$  is rejected and  $H_1$  is accepted. This provides the conclusion that organizational support and proactive personality have a positive and significant effect on the meaning of work. Thus, the first hypothesis is tested and proven.

### b) The Effect of Organizational Support and Proactive Personality on Employee Creativity

**Table 2. Results of the T-test on the Effect of Organizational Support and Proactive Personality on Employee Creativity**

**ANOVA<sup>a</sup>**

| Model        | Sum of Squares | df | Mean Square | F      | Sig.              |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 311.397        | 2  | 155.698     | 29.829 | .000 <sup>b</sup> |
| Residual     | 245.323        | 47 | 5.220       |        |                   |
| Total        | 556.720        | 49 |             |        |                   |

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

**Source:** Primary Data processed, 2024

The results of the F test for the variables of organizational support and proactive personality obtained a calculated F value of 29.829 and an F-table of 4.038. This means that the calculated  $F > F\text{-table}$  ( $29.829 > 4.038$ ) and with a significance value of  $0.000 < 0.05$ , which means that  $H_0$  is rejected and  $H_1$  is accepted. This provides the conclusion that organizational support and proactive personality have a positive and significant effect on employee creativity. Thus, the second hypothesis is tested and proven.

### c) The Effect of the Meaning of Work on Employee Creativity

To test the effect of the meaning of work on employee creativity, a t-test is carried out. The following are the results of the t-test:

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**Table 3. Results of the t-Test for the Effect of Meaning of Work on Employee Creativity**

**Coefficients**

| Model        | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|--------------|-----------------------------|------------|---------------------------|--------|------|
|              | B                           | Std. Error | Beta                      |        |      |
| 1 (Constant) | 13.342                      | 1.331      |                           | 10.021 | .000 |
| X3           | .577                        | .071       | .760                      | 8.111  | .000 |

a. Dependent Variable: Y

Source: Primary Data processed, 2024

The t-test results for the meaning of the work variable obtained a calculated t-value of 11.783 and a t-table of 1.677. This means that the calculated  $t > t\text{-table}$  ( $8.111 > 1.677$ ) and with a significance value of  $0.000 < 0.05$ , which means that  $H_0$  is rejected and  $H_1$  is accepted. This provides the conclusion that the meaning of work has a positive and significant effect on employee creativity. Thus, the third hypothesis is tested and proven.

### d) The Effect of Organizational Support on Employee Creativity Through the Meaning of Work

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_1}) \times (\rho_{YX_3}) = 0,230 \times 0,760 = 0,174$$

In the organizational support variable, the indirect influence value is obtained from the path coefficient value  $\rho_{X_3X_1}$  multiplied by the path coefficient value  $\rho_{YX_3}$ . The multiplication results show that the indirect influence coefficient value (0.174) is smaller than the direct influence coefficient value (0.282). This shows that the meaning of work cannot mediate, namely organizational support in influencing employee creativity. Thus, hypothesis four is not proven and not tested.

### e) The Effect of Proactive Personality on Employee Creativity Through the Meaning of Work

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_2}) \times (\rho_{YX_3}) = 0,678 \times 0,760 = 0,515$$

In the proactive personality variable, the indirect influence value is obtained from the path coefficient value  $\rho_{X_3X_2}$  multiplied by the path coefficient value  $\rho_{YX_3}$ . The multiplication results show that the indirect influence coefficient value is smaller (0.515) than the direct influence coefficient value (0.568). This shows that the meaning of work cannot mediate, namely proactive personality in influencing employee creativity. Thus, the fifth hypothesis is not proven and not tested.

## DISCUSSION

### 1. The Influence of Organizational Support and Proactive Personality on the Meaning of Work at PT Sumitan Artha Valutama

Based on the results of the descriptive analysis of the organizational support variable, the indicators that dominate the formation of the organizational support variable are development that the Organization assesses employee contributions well and the Organization is proud of the achievements of employees who excel.

In the proactive personality variable, the indicator that gives the greatest value to the formation of the proactive personality variable is taking the initiative, wherever employees are, employees have become someone who is influential in constructive change and there is nothing more interesting than seeing employee ideas turn into reality.

In the meaning of the work variable, the indicator that gives the greatest value to the formation of the meaning of the work variable is job orientation, Employees find their work appreciated from an organizational perspective and This work currently gives meaning to the organization.

Based on the regression analysis, shows that organizational support and a proactive personality contribute to the meaning of work at PT Sumitan Artha Valutama. The results of this study are in line with the results of research conducted by Wiken Pramasinta Apriad, I Gusti Ayu Manuati Dewi (2023); Sinto Sunaryo (2023); Bahrudien Akbar Wahyudi, Achmad Sudiro, Dodi Wirawan Irawanto (2022).

### 2. The Influence of Organizational Support and Proactive Personality on Employee Creativity at PT Sumitan Artha Valutama

Based on the results of the descriptive analysis of the organizational support variable, the indicators that dominate the formation of the organizational support variable are development that the Organization assesses employee contributions well and the Organization is proud of the achievements of employees who excel.



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In the proactive personality variable, the indicator that gives the greatest value to the formation of the proactive personality variable is taking the initiative, wherever employees are, employees have become someone who is influential in constructive change and There is nothing more interesting than seeing employee ideas turn into reality.

In the employee creativity variable, the indicator that gives the greatest value to the formation of the employee creativity variable is the role model, that Employees produce findings such as work-related ideas that can be implemented and Employee ideas produce revolutionaries in this field.

Based on the results of the regression analysis, show that organizational support and proactive personality contribute to employee creativity at PT Sumitan Artha Valutama. The results of this study are in line with the results of research conducted by Wiken Pramasinta Apriad, I Gusti Ayu Manuati Dewi (2023); Mona Satria Mustika (2017); Aishi Zhang, Xi Li (2021); Mojtaba Rajabi, Zeinab Esfahani, Faezeh Abdollahnezhad (2022).

### **3. The Influence of Meaning of Work on Employee Creativity at PT Sumitan Artha Valutama**

In the meaning of work variable, the indicator that gives the greatest value to the formation of the meaning of work variable is job orientation, that employees find their work appreciated from an organizational perspective and this work currently gives meaning to the organization.

In the employee creativity variable, the indicator that gives the greatest value to the formation of the employee creativity variable is exemplary, that employees produce findings such as work-related ideas that can be implemented and employee ideas produce revolutionaries in this field.

Based on the results of the regression analysis, show that the meaning of work contributes to employee creativity at PT Sumitan Artha Valutama. The results of the study show that it is in line with the research of Karina A. H. Putri, Arum Etikariena (2021); Muhamad Sarul, Jeliteng Pribadi (2023); Saeid Karimi, Farzaneh Ahmadi Malek & Ahmad Yaghoubi Farani (2021).

### **4. The Influence of Organizational Support on Employee Creativity at PT Sumitan Artha Valutama Through the Meaning of Work**

Based on the results of the descriptive analysis of the organizational support variable, the indicator that dominates the formation of the organizational support variable is development, that the Organization assesses employee contributions well and the Organization is proud of the achievements of employees who excel.

In the meaning of work variable, the indicator that gives the greatest value to the formation of the meaning of work variable is work orientation, that Employees find their work appreciated from an organizational perspective and This work currently gives meaning to the organization.

In the employee creativity variable, the indicator that gives the greatest value to the formation of the employee creativity variable is the role model, that Employees produce findings such as work-related ideas that can be implemented and Employee ideas produce revolutionaries in this field.

Based on the results of the path analysis, shows that the meaning of work does not provide increased organizational support for employee creativity at PT Sumitan Artha Valutama. The results of this study are not in line with the research of Karina A. H. Putri, Arum Etikariena (2021); Muhamad Sarul, Jeliteng Pribadi (2023); Saeid Karimi, Farzaneh Ahmadi Malek & Ahmad Yaghoubi Farani (2021).

### **5. The Influence of Proactive Personality on Employee Creativity at PT Sumitan Artha Valutama Through the Meaning of Work**

In the proactive personality variable, the indicator that gives the greatest value to the formation of the proactive personality variable is taking the initiative, wherever employees are, employees have become someone who is influential in constructive change and There is nothing more interesting than seeing employee ideas turn into reality.

In the meaning of work variable, the indicator that gives the greatest value to the formation of the meaning of work variable is job orientation, that employees find their work appreciated from an organizational perspective and This work currently gives meaning to the organization.

In the employee creativity variable, the indicator that gives the greatest value to the formation of the employee creativity variable is the role model, that employees produce findings such as work-related ideas that can be implemented and employee ideas produce revolutionaries in this field.

Based on the results of the path analysis, show that the meaning of work does not provide an increase in proactive personality to employee creativity at PT Sumitan Artha Valutama. The results of this study are not in line with the research of Karina A. H. Putri, Arum Etikariena (2021); Muhamad Sarul, Jeliteng Pribadi (2023); Saeid Karimi, Farzaneh Ahmadi Malek & Ahmad Yaghoubi Farani (2021).

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## CONCLUSION

### Conclusion

Based on the results of the study on the Influence of Organizational Support and Proactive Personality on Employee Creativity Through the Meaning of work at PT Sumitan Artha Valutama, the following conclusions can be drawn:

1. Based on the results of the descriptive analysis of the organizational support variable, the indicator that dominates the formation of the organizational support variable is development, that the Organization assesses employee contributions well and the Organization is proud of the achievements of employees who excel.
2. In the proactive personality variable, the indicator that gives the greatest value to the formation of the proactive personality variable is taking the initiative, wherever employees are, employees have become someone who is influential in constructive change and There is nothing more interesting than seeing employee ideas turn into reality.
3. In the meaning of the word variable, the indicator that gives the greatest value to the formation of the meaning of the word variable is job orientation, Employees find their work appreciated from the perspective of the organization and This work currently gives meaning to the organization.
4. In the employee creativity variable, the indicator that gives the greatest value to the formation of the employee creativity variable is exemplary, that employees produce findings such as work-related ideas that can be implemented and employee ideas produce revolutionaries in this field.

Based on the regression analysis, it shows that:

1. Based on the regression analysis, shows that organizational support and a proactive personality contribute to the meaning of work at PT Sumitan Artha Valutama.
2. Based on the results of the regression analysis, show that organizational support and proactive personality contribute to employee creativity at PT Sumitan Artha Valutama.
3. Based on the results of the regression analysis, show that the meaning of work contributes to employee creativity at PT Sumitan Artha Valutama.
4. Based on the results of the path analysis, show that the meaning of work does not provide an increase in organizational support for employee creativity at PT Sumitan Artha Valutama.
5. Based on the results of the path analysis, show that the meaning of work does not provide an increase in proactive personality for employee creativity at PT Sumitan Artha Valutama.

## SUGGESTIONS

Based on the results of the study on the Influence of Organizational Support and Proactive Personality on Employee Creativity Through the Meaning of work at PT Sumitan Artha Valutama, several suggestions can be submitted as follows:

1. The results of this study are expected to contribute to the development of scientific knowledge, insight, and experience of researchers in the field of human resource management, especially related to the theory of organizational support, proactive personality, work meaning, and employee creativity.
2. The results of this study are expected to provide input and references for PT Sumitan Artha Valutama in increasing employee creativity, and work meaning, so that organizational performance can increase, to improve by considering the following:
  - a. Organizational Support. To concern the Management of PT Sumitan Artha Valutama, to pay attention to the caring indicator that gives the lowest value to the formation of organizational support variables, namely the organization must care about employee welfare because employees are organizational assets so the organization must always pay attention to each employee so that employees feel satisfied at work.
  - b. Proactive Personality. To be of concern to the Management of PT Sumitan Artha Valutama is to pay attention to the freedom indicator that gives the lowest value to the formation of the proactive personality variable, namely by giving employees confidence in their employee creativity has been done so that employees like their work is appreciated by the organization by continuing to find new ways to improve their performance and job competence.
  - c. Meaning of Work. To be of concern to the Management of PT Sumitan Artha Valutama, to pay attention to the career orientation indicator that gives the lowest value to the formation of the meaning of work variable, namely by motivating employees to achieve meaningful challenging work by understanding the values of the work being done.
  - d. Employee Creativity. To be of concern to the Management of PT Sumitan Artha Valutama I, to pay attention to the new method indicator that gives the lowest value to the formation of the employee creativity variable, namely by showing originality in the work being done and giving rewards to employees who produce new ideas in doing their work.

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