"Building creativity in the television industry: The mediating role of meaning of work"

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BUILDING CREATIVITY IN THE TELEVISION INDUSTRY: THE MEDIATING ROLE OF MEANING OF WORK

Abstract

Creative human resources are becoming urgent amidst development in recent decades. The television industry has been one that faces the challenge with the emergence of new platforms offering variety and ease of information. Hence this study aims to test the direct effect of perceived organizational support on employee creativity and the mediation role of the meaning of work. This study was conducted on Net Mediatama Television, a private television company, specifically among employees working in the content department, since this division constantly needs creativity to develop concepts and create a broadcast program. Data from 70 respondents were collected through online questionnaires and analyzed with the PLS technique. The results confirmed that perceived organizational support and meaning of work are relevant factors that directly stimulate and enhance employee creativity. The mediating role of work meaning for perceived organizational support and creativity was also proven significant. This indicates that employees who get organizational support have a strong meaning towards work so that their level of creativity increases. Based on these findings, organizations can formulate strategic steps to increase employee creativity by focusing on organizational support and meaningfulness in work.

INTRODUCTION

Due to economic, social, and technical factors, the contemporary workplace has become more dynamic. Companies must be ready for every conceivable challenge to thrive and compete in the global market. In numerous fields, such as manufacturing, services, banking, and media, new work methods have emerged due to this evolution. The difficulty in the media industry, particularly Indonesian television, is the emergence of new platforms that provide a wider variety of information and entertainment. Several prominent platforms, such as YouTube and Netflix, offer a wider choice of content that may be tailored to the preferences and ages of individual users. In contrast to 8.2 hours spent watching television, consumers aged 13 to 24 spend 11.3 hours per week watching free videos online (Van Esler, 2016).

Nonetheless, despite the idea that internet has affected conventional media, television will likely continue to have a considerable audience for at least the next several decades (Abdullah & Puspitasari, 2018). Wolff (2017) agrees that there are still irreplaceable parts of television media; its authenticity and reliability cannot be easily imitated, despite the introduction of new platforms with their own unique characteristics. Nevertheless, many who live in distant places and do not have access to the internet continue to rely on television as their major

source of entertainment and information. According to recent data, Southeast Asian countries have around 192 million people without internet connection, the same thing happens to some countries in Africa (Pahlevi, 2022).

Employee creativity allows organizations to enhance performance and try new methods, strategies, and products. It can encourage innovation, since these original ideas are converted into new products and services that are highly influenced by environmental changes (Akgunduz et al., 2018a). Suifan et al. (2018) also found that supportive working circumstances and appreciation promote innovation and enthusiasm. Today's competitive economy demands organizational support to increase creativity. Supportive companies inspire loyalty and make workers feel valued. Meanwhile, work meaning affects how people view their jobs, perform their duties, and understand the company. If their personal and organizational beliefs and goals match the meaning of their job, employees are more creative (Akgunduz et al., 2018b).

1. LITERATURE REVIEW

Perceived organizational support is an employee's impression of how much their employer regards and appreciates their participation. It reveals how employees view the organization's appreciation for their work and concern for their welfare (Eisenberger et al., 1986). In other words, the perceived organization support is entirely reliant on the employee's perception of the organization's offerings, whether they are good or negative (Kurtessis et al., 2017). Furthermore, employees will view the organization's positive treatment as a source of support, which is essential because innovative outcomes are simpler to achieve when an organization recognizes employee contributions in a way that stimulates individuals to think creatively and come up with new ideas and solutions to challenging problems (Aldabbas et al., 2021). Creativity itself involves adding something novel to the organization, which might be something different or unique, adopting a fresh viewpoint, thinking outside the box, and producing something that has never been done before (Sembiring et al., 2022). Previous research from Hameed et al. (2022) argued that when employees feel support from their organization, they will develop trust within the organization, which increases their confidence that their efforts will be recognized appropriately, and therefore, they also perceive less risk of taking creative initiatives. The influence of perceived organizational support can make employees develop themselves to benefit their organization by acquiring the skills and expertise needed for creativity (Hameed et al., 2022). This is also supported by El-Kassar et al. (2022) who stated that perceived organization-

al support is related to creativity and how it can affect employee creativity. Duan et al. (2020) illustrate how perceived organizational support may enhance employee creativity through intrinsic and extrinsic motivation by emphasizing the notion of a transcendent purpose, establishing professional objectives and meanings, and fostering an individual's prosocial sense. In contrast, Suifan et al. (2018) find that although employees feel more organizational support is needed due to little or no support, employee creativity is unaffected.

When employees perceive high organizational support and integrate it into their work, meaning and purpose to employees' lives is fostered (Duan et al., 2020). Canboy et al. (2022) also show that perceived organizational support can be an alternative source of support in contributing to the meaning of work. The role of perceived organizational support in a complex work context can illustrate that perceived organizational support contributes more strongly to positive work outcomes such as creating meaning of work rather than reducing negative ones (Canboy et al., 2022). Moreover, meaningfulness displays an agreement between the employees' work standard and work conditions, indicating that meaning of work will reflect a personal connection or a feeling of purpose (Akgunduz et al., 2018b). Employees will give more to the organization if they feel empowered by the organization's support, expertise, resources, and opportunities. They reciprocate this perspective with a greater degree of committed performance and other effective work outcomes (Canboy et al., 2021). Prior studies have revealed a correlation between perceived organizational support
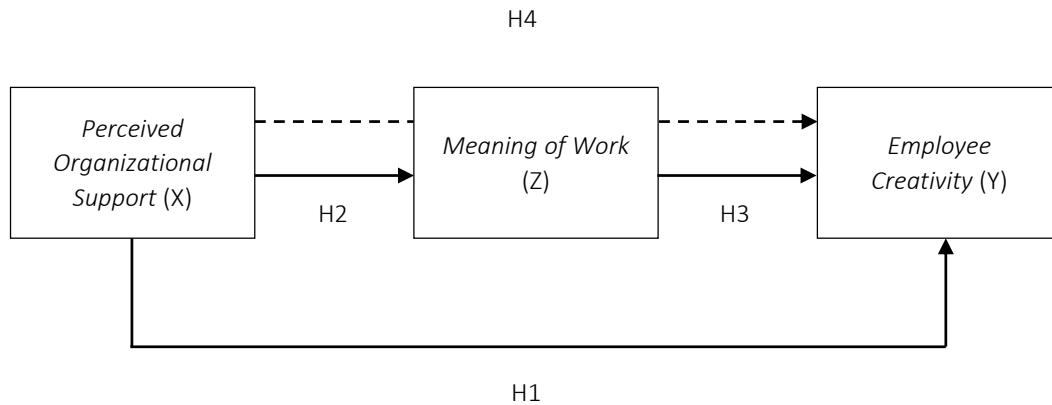
Figure 1. Conceptual framework

and work meaning (Kim et al., 2008; Akgunduz et al., 2018a; Hidayat et al., 2023).

Meaning of work is the equilibrium or congruence between employee traits and expectations that arise when individuals dedicate themselves to valuable work (Jung & Yoon, 2016). According to Akgunduz et al. (2018b), the meaning of work can support employees to achieve integrated integrity, leading to creativity. Moreover, individuals who create a good meaning of work can effectively utilize the knowledge management process and further develop innovation (Yeh & Lin, 2015). Some studies have confirmed that the meaning of work leads positively and significantly to employee creativity (Akgunduz et al., 2018a, 2018b; Hidayat et al., 2023). Individual beliefs and objectives that align with company values and goals will enhance the meaning of work, hence increasing the likelihood of beneficial employee behaviors such as innovation.

Individuals who feel organizational support will generate sentiments of reciprocity that inspire them to engage in improved organizational behavior (Akgunduz et al., 2018a). This support is a form of empowerment that eventually fosters work meaning. Furthermore, work meaning is considered a psychological enablement factor that directly promotes employee creativity (Akgunduz et al., 2018a). According to a study, employee creativity develops alongside recognition and acknowledgment of their work's meaning (Akgunduz et al., 2018b). Hidayat et al. (2023) who conducted a study on service companies suggest that internal variables (i.e., the meaning of work) mediate the relationship between perceived organizational support and employee creativity.

1.1. Aims and hypotheses

The study investigates how the level of perceived support from an organization influences the meaning of work and the creative output of its workforce. The mediation role of the meaning of work is examined for further analysis. The following hypotheses were then developed and conceptualized (Figure 1):

H1: *Perceived Organizational Support significantly affects Employee Creativity.*

H2: *Perceived Organizational Support significantly affects the Meaning of Work.*

H3: *Meaning of Work significantly affects Employee Creativity.*

H4: *Meaning of Work significantly mediates Perceived Organizational Support for Employee Creativity.*

2. METHODOLOGY

The quantitative method is used to identify research variables and measure the relationship of variables according to the formulation of the problem. The data in this study were obtained using survey techniques through distributing questionnaires. The population used in this study were all employees of the content directorate of PT. Net Mediatama Television. The sample technique is the census method, therefore the entire population of 70 employees is selected as the research sample.

The independent variable in this study is perceived organizational support, the dependent variable is employee creativity, and the mediation variable is the meaning of work. Eight indicators to measure Perceived Organizational Support were used, such as "The organization appreciates employees' contribution" (Eisenberger et al., 1986). Next, Employee Creativity is measured with nine indicators, such as, "I try my best to handle my job" (Akgunduz et al., 2018a). While the meaning of work is measured with 15 indicators: "Employees value their work very important for them" (Arnoux-Nicolas et al., 2017). The five-point Likert scale was used to assess the research variables.

Furthermore, this research used Partial Least Square-Structural Equation Modeling (PLS-SEM) software, namely SmartPLS 3.3. This study uses PLS-SEM because it can perform complex model analysis for a limited sample size (Hair et al., 2017). There are two main stages in PLS-SEM, namely outer model evaluation and inner model evaluation. The outer model evaluation is carried out to test the validity and reliability of measurements. Meanwhile, an inner model evaluation examined the relationship between exogenous and endogenous variables.

3. RESULTS

Of all 70 respondents, male respondents were 41 or 59%, and female respondents were 29 or 41%. Then most of the respondents held bachelor's degrees (82%), while the rest were high school and diploma graduates. In addition, 61% of respondents were married, 37% were single, and 2% were widowed. Furthermore, most of the respondents (30%) had worked for more than eight years, while the others had worked for less than one year (1%), 1-2 years (11%), 3-4 years (19%), 5-6 years (23%) and 7-8 years (16%).

Based on the interval scale, all respondents' answers related to perceived organizational support were relatively high at 4.06. Most respondents have agreed that the organization has provided support and concern about their well-being. Then, the overall respondent's answers related to the meaning of work were 3.98, which was a high score and showed that most respondents agreed that their current job was essential and had meaning for them. All respondents' answers about employee creativity of 4.06 also had a relatively high score. This shows that most respondents agree they can develop new ideas and approaches to their work.

After knowing the characteristics of the respondents, the next step is to conduct an outer model evaluation. In this step, it is necessary to pay attention to the outer loading and Average Variance Extracted (AVE) values to ensure the validity of the measurement. In addition, the reliability of measurement is also tested concerning the value of composite reliability. The results of the outer model evaluation test are in Table 1.

Table 1. Outer model evaluation

Variable	Indicator	Outer Loading	AVE	Composite Reliability
Perceived Organizational Support	POS1	0.640	0.535	0.887
	POS2	0.647		
	POS3	0.632		
	POS4	0.801		
	POS5	0.836		
	POS6	0.557		
	POS7	0.764		
	POS8	0.729		
Meaning of Work	MOW1	0.752	0.524	0.942
	MOW2	0.754		
	MOW3	0.814		
	MOW4	0.743		
	MOW5	0.668		
	MOW6	0.621		
	MOW7	0.568		
	MOW8	0.631		
	MOW9	0.851		
	MOW10	0.524		
	MOW11	0.711		
	MOW12	0.868		
	MOW13	0.611		
	MOW14	0.860		
	MOW15	0.668		
Employee Creativity	EC1	0.816	0.53	0.909
	EC2	0.595		
	EC3	0.724		
	EC4	0.722		
	EC5	0.764		
	EC6	0.663		
	EC7	0.618		
	EC8	0.750		
	EC9	0.856		

Based on the results of the outer model evaluation, it was found that all indicators have an outer loading value of >0.40, so it can be said to be valid.

Table 2. Inner model evaluation

Hypothesis	Original Sample	P-Values	Information
Perceived Organizational Support → Employee Creativity	0.673	0.038	Significant
Perceived Organizational Support → Meaning of Work	0.849	0.000	Significant
Meaning of Work → Employee Creativity	0.393	0.013	Significant
Perceived Organizational Support → Meaning of Work → Employee Creativity	0.334	0.014	Significant (Partially Mediation)

Even though the expected outer loading value is > 0.70, the value range of 0.40 – 0.70 can still be tolerated as long as AVE, and Composite Reliability still meet the requirements (Hair et al., 2017). The minimum AVE score requirement is > 0.50, and Composite Reliability is 0.6. Thus, all variable indicators in this study are valid and reliable so that they can move on to the inner model evaluation stage.

Table 2 shows that if the original sample value indicates a positive direction of the hypothesis relationship, then the relationship is unidirectional. Then, the P-Values must be lower than 0.05, so the effect of exogenous variables on endogenous variables can be stated as significant (Hair et al., 2017). The results of this study indicate that all hypotheses have P-Values of <0.05. Thus, all research hypotheses through direct and indirect effects can be accepted. Regarding the indirect effect, the meaning of work is a partially mediating factor. The nature of this mediation occurs because the direct influence of exogenous variables (Perceived Organizational Support) on endogenous variables (Employee Creativity) is proven significant (Baron & Kenny, 1986).

4. DISCUSSION

The findings demonstrate a substantial relationship between perceived organizational support and employee creativity, suggesting that when people feel organizational support for their jobs, their creativity is enhanced. The results showed that perceived organizational support strengthens employee creative behavior by increasing television employees' interest in their work. Furthermore, perceived organizational support builds their intrinsic and extrinsic motivation to engage in creative behavior. It is consistent with earlier research indicating that perceived organizational support significantly affects employee creativity (Aldabbas et al., 2021; Duan et al., 2020; Sembiring et al., 2022). According to Duan et al. (2020), perceived organizational support may help employees feel comfortable in their organizations and motivate them to use the support for positive outcomes. A positive aspect of this study is the emphasis on employee innovation, which may contribute to a company's sustained success. Previous research by Akgunduz et al. (2018b) argues that employees who are empowered to have higher intrinsic motivation show better performance and have an impact on creativity. Although Suifan et al. (2018) found that perceived organizational support did not affect some dimensions of employee creativity, this study demonstrates that perceived organizational support positively influences employee creativity in a television company.

In addition, it has been shown that the more supportive an organization is, the more meaningful an employee's work is. Employees interpret and define their values about their work to the extent that the organization and/or employer meets their physical and emotional needs. When television stations provide adequate support to their employees, this can lead them to interpret their work as meaningful. It is consistent with prior research demonstrating a favorable link between perceived organizational support and work meaning (Akgunduz et al., 2018a; Canboy et al., 2021; Hidayat et al., 2023). The existence of organizational support, in the form of empowerment through access to information, tools, and resources, will enable employees to believe that their organization has supported them, causing them to give more and resulting in strong intrinsic motivation. The significance of a personal organizational tie in fostering creativity is reflected in the meaning of one's work (Akgunduz et al., 2018b).

Next, meaning of work significantly influences employee creativity. This result leads to a positive relationship by offering that the more meaning-

ful a job is, the higher the creativity is. The more aligned employee goals are with their work goals, the better their performance will be. Performance followed by high motivation and satisfaction can encourage more creative behavior. Furthermore, employees who complete tasks that are valuable to them will maximize their skills to be successful or develop more on the job. It is in line with studies that have confirmed that the meaning of work leads significantly to employee creativity (Akgunduz et al., 2018a; 2018b; Hidayat et al., 2023). With a more suitable interpretation of work, a company's knowledge management method may be utilized more successfully and lead to an increase in employee creativity, as demonstrated by the findings.

The results further revealed that the influence of perceived organizational support on employee creativity mediated by the meaning of work is significant. The results show that those who believe their work is important and meaningful will feel more capable and more creative and believe that the company has supported them. Previously, the study by Duan et al. (2020) showed that positive variables such as mediation could support the relationship between perceived organizational support and employee creativity. Hidayat et al. (2023) have proven that internal factors (i.e., the meaning of work) can mediate the relationship between perceived organizational support and employee creativity.

CONCLUSION

The purpose of the study was to demonstrate that perceived organizational support and the meaning of work have a beneficial impact that can motivate and cultivate creativity. Workers who perceive organizational support are more likely to develop the creativity necessary for innovation. In addition, the findings indicated that employees meaning at work might motivate people to generate new ideas by utilizing their experience. As a result, companies may view employee creativity as a source of competitive advantage, since it enables employees to study new techniques, ideas, or products and enhance organizational performance. Thus, employees will be driven to develop higher-quality jobs and contribute to long-term success. The findings show that selecting tough work, establishing lofty objectives, and persevering in the face of adversity help employees enhance their creativity.

AUTHOR CONTRIBUTIONS

Conceptualization: Syamsul Hidayat, Bayu Kresna Nugraha.
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Formal analysis: Syamsul Hidayat, Bayu Kresna Nugraha.
Funding acquisition: Alvin Permana Emur.
Investigation: Anis Eliyana, Bayu Kresna Nugraha.
Methodology: Anis Eliyana, Syamsul Hidayat.
Resources: Anis Eliyana.
Software: Andika Setia Pratama.
Supervision: Anis Eliyana.
Validation: Anis Eliyana.
Visualization: Andika Setia Pratama.
Writing – original draft: Syamsul Hidayat, Bayu Kresna Nugraha.
Writing – review & editing: Syamsul Hidayat, Anis Eliyana, Andika Setia Pratama, Alvin Permana Emur.

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APPENDIX A. QUESTIONNAIRE

Table A1. Perceived organizational support

Code	Indicator
POS 1	The organization assesses the contribution of employees well
POS 2	The organization appreciates the extra efforts of employees
POS 3	Organizations rarely ignore employee complaints
POS 4	The organization is very concerned about the welfare of employees
POS 5	Organizations will pay attention when employees do their best work
POS 6	The organization cares about the general satisfaction of employees at work
POS 7	The organization shows more attention to employees
POS 8	The organization is proud of the achievements of employees in the workplace

Table A2. Meaning of work

Code	Indicator
MOW 1	Employees feel that their work is valued
MOW 2	Work gives more results for employees
MOW 3	Today's work gives meaning to employees
MOW 4	The goals that employees must achieve are challenging and meaningful
MOW 5	Employees understand the values of their work
MOW 6	Employees see the meaning of their work
MOW 7	Employees understand what has been achieved in their work
MOW 8	Employees rarely think they do not know where their work is going and going
MOW 9	The work of employees today has a specific direction
MOW 10	The work of employees today helps them to have clear life prospects
MOW 11	Employees never think that their work is not very useful
MOW 12	Employees always understand the purpose of their work
MOW 13	Employees understand what effect their work has on the world or society
MOW 14	Employees do not find unreasonable work
MOW 15	Employees are confident about what they must do for their work to be successful

Table A3. Employee creativity

Code	Indicator
EC 1	Employees demonstrate the originality of their work
EC 2	Employees dare to take risks to generate new ideas in their jobs
EC 3	The employee finds a new way regarding his method of work
EC 4	Employees can solve problems that can cause other difficulties
EC 5	Employees try new ideas and approaches to the problem at hand
EC 6	Employees can identify opportunities or opportunities related to new products or processes
EC 7	Employees can generate new ideas and can be operated
EC 8	Become a role model related to creativity in the work environment
EC 9	Produce revolutionary ideas in their field of work