

# The Impact of Work Engagement and Organizational Identification on the Creativity of Indonesia Millennial Workers

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**ABSTRACT** Global climate change, globalisation 4.0, and COVID-19 have significantly impacted numerous corporate sectors, particularly the paint industry. Employers must constantly innovate, which means they need creative staff. This study covers the characteristics that may impact employee creativity. The aim of this research is to examine how organisational identity affects work engagement and employee creativity for millennial workers in Indonesia Paint Company's creative industries.

We provided a questionnaire to 105 millennial employees, grouped according to predefined criteria, as a data gathering instrument for this study. Using Smart PLS as a data processing tool, this study used partial least squares structural equation modelling (PLS-SEM).

The study's findings demonstrate that both organisational identification and work engagement positively impact employee creativity, and that organisational identification positively impacts work engagement, through mediating work engagement

**KEYWORDS** -Organizational Identification, Employee Creativity, Work Engagement

## I. INTRODUCTION

Global climate change, globalisation 4.0, and COVID-19 have significantly impacted numerous corporate sectors, particularly the paint industry. Due to growing consumer needs, the paint business is experiencing fierce competition among producers. This competitiveness extends to paints with different functions, such as corrosion protection, anti-leakage, or aesthetics. New ideas are becoming more and more crucial for businesses to develop and obtain a lasting competitive edge in today's era of fast change (Florida in Zaitouni & Ouakouak, 2018). Pearce II, Michael, Lopez-Cabrales et al., Baron, and Tang (in Al-Ajlouni, 2021) assert that innovation can accomplish this. Janssen (2003) has discovered that innovation is helpful for raising the company's competitive advantage and success in business, despite the fact that it is frequently risky and expensive (Hon, 2013; Hon & Lu, 2015).

Van de Ven (in Slåtten & Mehmetoglu, 2011) asserts that creativity is the cornerstone of creative ideas. Amabile contends that innovation is the foundation of all organisational success (Khan et al., 2020). The paint industry is a creative sector that raises a variety of inventions, from environmental challenges to problem solutions, strength, and aesthetic variants (Fauziyah, 2020). In order to survive and grow in the face of extremely fast technical advancements, intense internal and external competitive pressures, and an unpredictable and extremely volatile economic climate, companies must foster creativity (Mubarak & Noor, 2018).

According to research on organisational behaviour, building strong ties between workers and the company through organisational identification is crucial for influencing employee motivation internally (Dutton et al., 1994). Organisational identification is a critical cognitive element that helps firms achieve higher performance and more motivated employees by fostering a strong psychological tie between employees and the organisation, according to research by Chreim (2002) and Smidts, Pruyn, & Van Riel (2001). Strong organisational identification increases an employee's likelihood of engaging in creative activities that advance organisational objectives (Hirst et al., 2009), which in turn fosters creative performance (Brammer et al., 2015). Employees need to be deeply interested in an issue and in finding solutions to it because coming up with fresh ideas requires a lot of time and work (Amabile in Moon et al., 2019). According to Ismail et al. (2019), workers who find significance in their work and have a strong emotional attachment to it are more likely to engage, exceed expectations, and exert more effort overall.

According to Amabil in Tian et al. (2021), work engagement gives employees intrinsic motivation, which is necessary to produce creative ideas. Engaged workers frequently experience positive emotions (Demerouti & Cropanzano, 2010), which inspires people to apply the knowledge and abilities required for creative work (Bakker & Xanthopoulou in Tian et al., 2021). Several studies (Eldor & Harpaz, 2016; Schaufeli et al., 2006; Eldor, 2017; Macey & Schneider, 2008; Rothbard & Patil, 2012; Demerouti & Cropanzano, 2010) reveal a higher likelihood of engagement among creative problem solvers, opportunity seekers, goal achievers, and open-minded individuals.

This study is crucial for Indonesia Paint Company because it allows them to understand the effects of employee retraining programmes and establish an innovation hub that will drive business growth, particularly in terms of developing new products that meet market demands. In addition, by joining the Indonesian paint industry, investors place an increasing amount of demand on businesses in order for them to produce goods for a global market.

## II. THEORETICAL BACKGROUND

### 2.1. Previous Research

In the United Kingdom, Karanika-Murray et al. carried out research on the same subject in 2015. The study's title is "Organisational identification, work engagement, and job satisfaction." The study's findings indicate that organisational identity, or OID, influences job happiness. Similarly, OID has an impact on involvement at work. Moreover, the study found that work engagement influences job happiness. Furthermore, this study discovered that organisational identity influences job happiness through work engagement. Conversely, the three aspects of work engagement—vigour, devotion, and absorption—mediate the association between job satisfaction and organisational identity.

Park et al. conducted the second prior study in South Korea in 2014, titled "Learning Organisation and Innovative Behaviour: The Mediating Effect of Work Engagement." This study's conclusion is that innovative employee behaviour is influenced by learning organizations. Furthermore, work engagement mediated the association between innovative behaviour and learning organisations.

The third prior study, which Zhang et al. carried out in South China in 2021, was titled "The Effect of Perceived Overqualification on Creative Performance: A Person-Organisation Fit Perspective." An organisational culture that strongly emphasises employee development positively moderates the association between perceived overqualification and employee organisational identification, according to the study's findings. Furthermore, it was discovered that creative performance is impacted by organisational identification. Organisational cultures that prioritise employee growth, on the other hand, favourably mitigate the indirect relationship between perceived overqualification and creative performance through organisational identity.

### 2.2. Literature Review and Hypothesis Development

According to Zhou & Shalley (2003), there hasn't been much prior research on employee creativity in the field of microorganizational behaviour. It is possible that Amabile (1988) was the first to present a theory-based and empirically supported componential framework for comprehending the internal (personal) and external (environmental) elements that might either promote or impede employee creativity. Researchers have examined the effects of various contextual or organisational factors, individual differences, and the interaction of contextual factors and individual differences on creativity over the last ten years, despite the relatively short history of scientific research on creativity in the workplace (e.g., Amabile, 1988; George & Zhou, 2002; Oldham & Cummings, 1996; Perry-Smith & Shalley, 2003; Shalley, 1991; Zhou, 1998a, 2003; Zhou & George, 2002).

### 2.3. Employee Creativity

Litchfield et al. (2015) see creativity as a crucial component of innovation and a means of gaining a competitive edge in the corporate world. According to Amabile, Zhou, and Shalley (in Liu et al., 2016), creativity is the process of coming up with original concepts that have the potential to benefit a company. According to Hughes et al. (in Ismail et al., 2019), creativity is the ability to come up with fresh concepts that can aid in problem-solving (idea generation), whereas innovation is putting those concepts into action (implementation).

Employees are a source of creativity, according to Amabile, Oldham & Cummings, Shalley et al., and others (in Bäckström & Bengtsson, 2019). They not only come up with innovative ideas but also play a major role in the process of developing innovation and implementing it in businesses (Hydrup Steen, 2012; Kesting & Ulhøi, 2010; Smith et al., 2012). Employee creativity is defined as an individual's motivation to finish tasks, personal features and attributes, relevant abilities, and capacity for fresh idea generation (Amabile et al., Al-Ajlouni, 2021). According to Walia (2019), creativity is the result of the interplay between an individual's nature and surroundings.

### 2.4. Organisational Identification

Identity is an individual's subjective perception of who they are as a person (Vignoles et al., Ng & Feldman, 2008). Every employee needs something to identify with, as identification satisfies fundamental human needs such as the need for approval and connection (Pratt, 1997). According to social identity theory, people form their social identities and self-concepts based on their social roles or group membership (e.g., as a professional accountant, a parent, a member of a team, etc.) (Meyer et al., 2006). According to Tajfel, Tajfel & Turner, Hogg & Terry in de Roeck et al. (2014), social identification is the psychological process by which individuals categorise themselves into different social reference groups in order to satiate their psychological demands for good self-esteem and overall self-concept. According to Henri Tajfel, social identity is a

component of a person's self-concept that stems from their understanding of their social group membership as well as the significance and emotional worth they place on it (Dick, 2004).

This theory of social identity posits that individuals who define themselves through their affiliation with specific organisations possess a unique form of social identification known as organisational identification (Ashforth & Mael; Dutton, Dukerich, & Harquail; Mael & Ashforth; Mael & Tetrick in FA Mael & Ashforth, 1995). According to earlier research by Cremer et al., Harquail, Herrbach, and Jackson, organisational identification also discusses affective and behavioural aspects in addition to cognitive aspects (Ertürk, 2010). When it comes to organisational identification, members of an organisation connect their membership to their self-concept either emotionally (such as pride in membership) or cognitively (e.g., feeling a part of the organisation and internalising organisational ideals) (Riketta, 2005).

## **2.5. Work Engagement**

Kahn (in Saks, 2019) explains that during interaction, individuals use their bodies, minds, and emotions to express and perform their responsibilities. Eldor & Harpaz (2016) treat work engagement as a motivational notion in their research. In Karanika-Murray et al. (2015), Bakker et al. characterise engagement as a motivation that stems from pleasant and fulfilled/satisfied states of affection or feelings associated with work-related well-being and is marked by vigour, devotion, and absorption. Schaufeli et al. (2006) further define engagement as a positive, fulfilling state of mind associated with work, characterised by vitality, devotion, and absorption (in Chevalier et al., 2019).

High work engagement is believed to increase an organisation's productivity and success (Gorter et al., 2019; Chevalier et al., 2019). Similarly, Lu et al. (2012) state that motivation, vigour, and involvement are indicative of a high degree of work engagement and result in an effective work process. Previous studies have demonstrated a relationship between behaviour and creativity, or innovative activity, as well as the positive feelings implied in participation (Slatten & Mehmetoglu, 2011). This is consistent with the view of Macey & Schneider (in Eldor & Harpaz, 2016) that motivated workers are more inclined to use unconventional methods and look for new ways to address issues.

## **2.6. Organisational identification and employee creativity**

Ashforth, Harrison, & Corley (2008), Riketta (2005), Van Knippenberg (2000), and Van Knippenberg & Van Schie (2000) conducted research revealing several previous studies that demonstrated a positive relationship between organisational identity and employee performance. Walumbwa et al. (2008) and Wieseke et al. (2008) have begun to research the impact of organisational identification on several employee performances, such as employee creativity. According to He & Brown (2013), organisational identification causes employees to be more inclined to devote more creative effort (so employee creativity is higher) to their work because it aligns their self-interests with the interests of the organization. Hirst, Van Dick, and Van Knippenberg (2009) noted that an important mechanism for the impact of organisational identification on employee creativity is their willingness to contribute more to the organisation's progress.

Liu et al. (2016) argue that when employees have strong organisational identification, they will align their personal goals with organisational goals and trigger more creativity. Employees with a high level of identification with their organisation agree with the organisation's goals and values, are willing to expend extra effort to support the organisation's interests, and have a strong desire to stay in the organisation (Johnson et al., 2010). According to Johnson, Chang, and Yang (2010), employees with high organisational identification get more satisfaction from their work and consider it a process to achieve individual goals. In short, they are more willing to put in more effort to achieve the organisation's goals and values and perform better than those who do not identify with the organization. This is in line with the findings of Hirst, van Dick, and van Knippenberg (2009); Brammer et al. (2015); and Kesen (2016), who stated that employees with high organisational identification are more creative.

## **H1: Organisational identification influences employee creativity.**

### **2.7. Organisational Identification and Work Engagement**

According to Cohen-Meitar et al. (2009), meaningfulness in the workplace (organisational identification and organisational prestige) can cause individuals to exert more effort to improve work results. According to social identity theory, strong ties between employees and their organisations strengthen their motivation to exert effort for (and on behalf of) their coworkers and organisations (Ashforth & Mael; Dutton et al., Mael & Ashforth, 1995). That is, a stronger psychological bond with the organisation can strengthen the desire to work better and be involved with the work itself (Karanika-Murray et al., 2015).

Tyler & Blader (2001) show that employees with strong group identification tend to have greater motivation to collaborate with their group, both directly and indirectly. Reade also shows that organisational identification can directly increase motivation to work outside the individual's main task (in Karanika-Murray et al., 2015). Individuals who have a strong identification with their organisation are more likely to be actively involved in its goals and activities, and they are more motivated to work harder to achieve those goals (Dutton et

al., 1994). Therefore, individuals with a strong psychological bond with their organisation tend to internalise its goals and objectives, thereby increasing their interest in achieving these goals through their work (Karanika-Murray et al., 2015).

## **H2: Organisational Identification Influences Work Engagement**

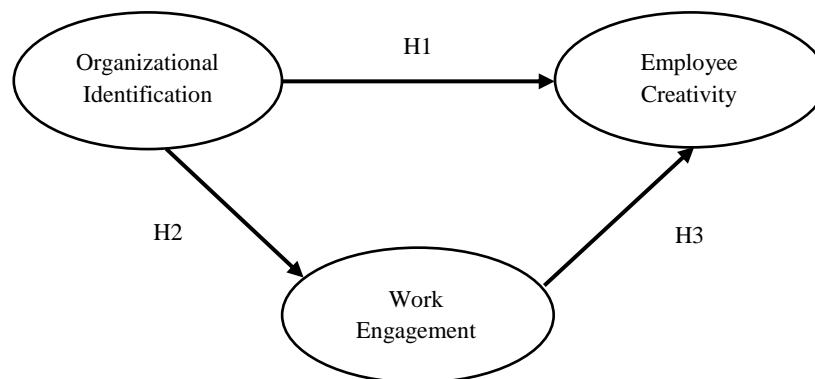
### **2.8. Employee creativity and work engagement**

Engaged employees have high levels of energy and mental resilience, are willing to invest more effort, have tenacity, are involved in their work, experience enthusiasm and pride, and identify strongly with their work (Schaufeli & Bakker, 2004). According to Atwater & Carmeli (2009), employees' creative abilities will not be optimal without energy, and employees tend not to be creatively involved in work. Since creativity necessitates effort, mental energy, perseverance, and high employee involvement (Atwater & Carmeli, 2009; George & Zhou, 2002), highly engaged employees typically exhibit greater curiosity, are willing to take risks, and are enthusiastic about seeking new ideas, considering various alternatives, and exploring unconventional ways and approaches to solving problems and challenges (Baer & Oldham in Vila-Vázquez et al., 2020). According to Bakker and Xanthopoulou (in Vila-Vázquez et al., 2020), an unengaged employee will not utilise their skills and expertise to generate creative performance.

Engaged employees will experience positive emotions (Bindl & Parker, 2010). According to Fredrickson (2001), positive emotions such as joy, interest, satisfaction, enthusiasm, and inspiration build their resources by expanding their thinking and actions. Interest fosters a desire to explore, assimilate new information and experiences, and be more open (Fredrickson & Losada, in Eldor & Harpaz, 2016). Cropanzano & Wright's research (2001) and Fredrickson & Branigan's (2005) have shown that positive emotions increase a person's openness to new experiences in the workplace. Thus, engaged employees are more likely to think outside the box and break their habitual way of thinking, as well as being more creative and adaptive at work. (Eldor & Harpaz, 2016).

### **H3: Work engagement influences employee creativity**

## **2.9. Research Model**



**Figure 1** Research Model

Sources: Karanika-Murray et al., 2015; Park et al., 2014; Zhang et al., 2021, processed.

It is believed that the work engagement variable moderates the relationship between organisational identification and employee creativity. The organisation identification variable is believed to influence millennial employees working in Paint Company's Creative Industries.

## **III. RESEARCH METHODS**

This study used causal research as its research methodology. According to Hair et al. (1995), a causal relationship can be defined as a dependent relationship that indicates a relationship between one or more variables, as cited in Yamin & Kurniawan (2009:9). This study employed quantitative information in the form of numbers (Sugiyono, 2012:12). An online questionnaire was used as the medium for the survey method of data collection in this study. We will process the gathered data using the partial least squares structural equation modelling (PLS-SEM) approach. When testing a research model, PLS-SEM is used to explain the variance in the dependent variables, which helps to construct a theory or model in explanatory research (Hair et al., 2014). This study chose PLS-SEM because it does not require assumptions about data distribution, minimum sample size, or maximum model complexity (Hair et al., 2017).

Researchers use the population, which consists of objects and individuals with specific features and attributes, to investigate and form conclusions (Sugiyono, 2012: 115). The millennial workforce of Indonesia

Paint Company, particularly those based in the Innovation Centre Building, comprises approximately 103 individuals at the time of the survey. This study used purposive sampling, a nonprobability sampling strategy with specific considerations, as its sampling method (Sugiyono, 2012: 122). The selection of the study's sample was based on workers belonging to the millennial generation, defined as those born between 1982 and 2002 (Widi Satria, 2018). Employees must have worked at Paint Company's Creative Industries, the Innovation Centre Building, for a minimum of one year.

According to Hair et al. (2010: 662), a sample size of 100 to 300 people was the ideal range. The measurement also indicated that the minimum sample size was five observations, while the maximum was ten observations. Since there are 13 research indicators in this study, the minimal sample size is five times that much, or  $7 \times 13 = 93$ . We will use a higher number of respondents to prevent data bias or invalidity from bringing the number of respondents below the minimal sample (Hair et al., 2010: 662). As a result, 103 respondents were used in this investigation. Table 1 details the profile of respondents based on sex and work period.

**Table 1. Respondent characteristics**

Sex	Total	Percentage	Work period	Total	Percentage
Male	70	67.96%	1-5 years	75	72.82%
Female	33	32.04%	5-10 years	16	15.53%
<b>Total</b>	<b>103</b>	<b>100.00%</b>	>10 years	12	11.65%
			<b>Total</b>	<b>103</b>	<b>100.00%</b>

Respondents received questionnaires with reference questions based on the following operational definitions of variables:

**Table 2 Operational Definition**

Variables	Operational definition	Indicator	definition
<b>Organizational Identification (X1)</b>	Organizational identification is a condition where employees identify or categorize themselves with the company.	1. Sense of Attachment Reputation 2. SelfCategorization 3. Sharing Values 4. Pride 5. Embassment (Mael and Ashfroth, 1992)	1. When someone criticizes (the organization), it feels like a personal insult. 2. Very interested in what other people think about the organization. 3. When talking about the organization, employees usually say "we" rather than "them" 4. Organizational success is employee success. 5. When someone compliments the organization, it feels like a personal compliment. 6. If a story in the media criticizes the organization, employees will feel embarrassed.
<b>Work Engagement (Y1)</b>	Work engagement is employee involvement in all activities within the company that have an emotional connection.	1. Vigor 2. Dedication 3. Absorption (Schaufeli et al., 2006)	1. Feel energized and full of energy while at work. 2. Feel enthusiastic and proud of the work being done. 3. Feel happy and comfortable while working intensely.
<b>Employee Creativity (Y2)</b>	Employee creativity is a process where employees can create new ideas or solutions that are useful for solving problems, answering challenges and improving the performance of a company.	1. Critical thinking 2. Risk-taking behavior 3. Creative work processes 4. Problem solving (Jyoti & Dev, 2015)	1. Can think critically when completing work. 2. Can have a lot of creative ideas while doing work. 3. Can consider a decision that is best when doing work. 4. Can find a solution to a problem that occurs while doing work.

IV. RESULTS AND DISCUSSION

4.1. Results

Table 2's variable reliability results demonstrate that all research variables have composite reliability values greater than 0.70. Since the composite reliability value is more than 0.7, all research variables have met composite reliability requirements and have high reliability values. To determine convergent validity, researchers can use Average Variance Extracted (AVE) or outer loading indicators. The AVE value must be less than 0.5 and the standardised outer loading value must be greater than 0.50 in order to observe the practical provisions for indicators' dependability (Chin, 1998).

Table 3

Variable	Indicator	Simbols	Loading Factor	Mean	Sd	Composite Reliability	AVE
<b>Organizational Identification</b> (Mael and Ashfroth, 1992)	Sense of Attachment	OI01	0.760	3.757	0.743	0.815	0.524
	Reputation	OI02	0.614	4.291	0.617		
	Self Categorization	OI03	0.667	4.146	0.716		
	Sharing Values	OI04	0.659	4.010	0.744		
	pride	OI05	0.756	4.010	0.661		
	Embassment	OI06	0.672	3.932	0.873		
	Average			<b>4.024</b>	<b>0.726</b>		
<b>Work Engagement</b> (Schaufeli et al., 2006)	Vigor	WE01	0.855	4.175	0.645	0.844	0.476
	Dedication	WE02	0.824	4.223	0.520		
	Absorption	WE03	0.759	4.029	0.675		
	Average			<b>4.142</b>	<b>0.613</b>		
<b>Employee Creativity</b> (Jyoti & Dev, 2015)	Critical thinking	EC01	0.746	4.32	0.544	0.854	0.662
	Risk-taking behavior	EC02	0.699	4.262	0.502		
	Creative work processes	EC03	0.722	4.175	0.582		
	Problem solving	EC04	0.729	4.262	0.638		
	Average			<b>4.255</b>	<b>0.567</b>		

Table 3 shows that each research variable has an average variance extracted (AVE) value of > 0.50. Therefore, each research variable satisfies the requirements for good convergent validity (Sekaran & Bougie, 2016). It is discovered that the AVE square root value for each construct is greater than the correlation value so that the constructs in this research model can still be said to have good *discriminant validity*.

Table 4. Fornell-Larcker Criteria and R-square

Indicator	EC	OI	WE	R-square	Q <sup>2</sup> -predict
EC	0.724			0.310	0.209
OI	0.5	0.69			
WE	0.43	0.415	0.814	0.172	0.126

Fornell-Larcker criteria and the cross-loadings value to assess discriminant validity. Each indicator's standardised outer loading has a value of less than 0.50, indicating that all indicators meet the convergent validity criteria and have a high value. The cross-loading values with the indications are higher than the other cross-loading values, as shown in Table 3. Thus, the discriminant validity of all constructs or latent variables is already good.

Once we establish the validity and reliability of the measurement idea, we test the structural model, also known as the inner model. Table 6 illustrates that the correlation between the variables ranges from 0 to 1. This demonstrates that there is a positive correlation between work engagement and employee creativity, organisational identification and employee creativity, and all three relationships.

A metric for assessing the model's predictive accuracy is the coefficient of determination. Table 5 shows that, with an R-square value of 0.310, organisational identity and work engagement can have an impact on employee creativity. Job engagement and organisational identity influence the employee creativity variable, resulting in a value of 31%, while variables not included in the study explain the remaining 69%. Organizational identification directly influences the work engagement variable by 17.2%, as indicated by the R-square value of 0.172, while variables not included in the suggested model explain the remaining 82.8%.

The results of the bootstrap test in SMART PLS, which examines the t-value in the particular indirect effect, show the mediation effect test. Table 8 displays the results of the indirect effect test, indicating a

significant and positive influence of organisational identity on employee creativity through work engagement. This is due to the T statistics value being greater than 1.96, or 2.026, and the P values being less than 0.05, or 0.043. These findings support the acceptance of H4, which states that "work engagement mediates organisational identification and employee creativity" in this study.

We conduct the hypothesis test based on the value of the T statistics obtained from the bootstrapping process. The route coefficient has a significant value if the t-value is greater than 1.96 at a significance threshold of 5% (Hair et al., 2017).

**Table 5. Bootstrapping Test and Hypothesis Test**

Hypothesis	Direct Influence	Original sample (O)	f-square	Effect	T statistics	P values	Information
H1	OI → EC	0.388	0.181	Moderate	3.651	0.000	H1: Supported
H2	OI → WE	0.415	0.208	Moderate	4.657	0.000	H2: Supported
H3	WE → EC	0.269	0.087	Weak	2.260	0.024	H3: Supported
Indirect effect	OI → WE → EC	0.112			2.026	0.043	Mediation effect: Supported

The following explanation applies to the hypothesis testing results based on Table 5:

- Organizational identification positively and significantly impacts employee creativity. The path coefficient of 0.388 and the t-value of 3.651 (t-value > 1.96) demonstrate this influence.
- Work engagement is positively and significantly impacted by organisational identification. This influence is indicated by a path coefficient value of 0.415 and a t-value of 4.657 (t-value > 1.96).
- Employee creativity is positively and significantly impacted by work engagement. This influence is indicated by a path coefficient value of 0.269 and a t-value of 2.260 (t-value > 1.96).

*Effect size (f<sup>2</sup>)*, a test to determine the extent to which the independent variable influences the dependent variable. According to Table 5, the work engagement variable has a weak influence on the employee creativity variable. This is different from the organisational identification variable, which has a moderate influence on employee creativity and work engagement variables.

## V. DISSCUSSION

### 5.1. The Influence of Organisational Identification on Employee Creativity

Descriptive statistics for the organisational identification variable have a mean value and standard deviation, which proves that the majority of respondents agree with the measurement of the organisational identification variable, while the employee creativity variable has a mean value and standard deviation, which proves that the majority of respondents strongly agree with the measurement of the employee creativity variable.

The inner model test indicates a positive impact of organisational identity on employee creativity. Apart from that, hypothesis testing proves that the influence of organisational identification on employee creativity is significant. In other words, if millennial employees at Paint Company's Creative Industries identify themselves as part of Paint Company's Creative Industries, then the employee will put more creative effort into his work. On the other hand, millennial employees at Paint Company's Creative Industries do not identify themselves as part of Paint Company's Creative Industries, so they do not put forth creative efforts at work. Therefore, the results of empirical data testing prove that the first hypothesis in this research, namely that organisational identification influences employee creativity, is accepted.

The results of this study support the theory of Cohen-Meitar et al. (2009) that meaningfulness (in and at work) is associated with organisational identification, where people who identify with their organisation also experience positive psychological states, which then increase employee creativity. Additionally, Zhang et al.'s 2021 research confirms the influence of organisational identification on creative performance. He & Brown's (2013) research, which aligns employees' self-interests with the organisation's, demonstrates that organisational identification leads to increased creative effort and higher employee creativity.

In order to allow future researchers utilising the same variables to take into account additional factors such as workload, job satisfaction, rewards, and work environment that are associated with employee creativity, the employee creativity variable may be significantly impacted by these variables. It is also essential to think about examining the middle management's leadership style.

### 5.2. Organisational Identification's Influence on Work Engagement

Descriptive statistics for the organisational identification variable have a mean value and total standard deviation, which proves that the majority of respondents agree with the measurement of the organisational identification variable, while the work engagement variable has a mean value and total standard deviation, which proves that the majority of respondents agree with the measurement of the work engagement variable.

The inner model test shows that organizational identification has a positive impact on work engagement. Apart from that, hypothesis testing proves that the influence of organisational identification on work engagement is significant. In other words, if millennial employees at Paint Company's Creative Industries identify themselves as part of Paint Company's Creative Industries, then the employee has a high psychological bond with the company. On the other hand, if millennial employees at Paint Company's Creative Industries do not identify themselves as part of Paint Company's Creative Industries, then the employee does not have a psychological bond with the company. As a result, the empirical data testing results confirm the second hypothesis in this research, which posits that organizational identity influences work engagement.

The results of this study are in line with research by Karanika-Murray et al. (2015), which states that organisational identification (OID) also influences work engagement. Dutton et al.'s (1994) research also stated that individuals who have a strong identification with their organisation are more likely to be actively involved in its goals and activities, and are more motivated to work harder to achieve these goals.

### **5.3. The Impact of Work Engagement on Employee Creativity.**

The PLS-SEM test revealed a positive relationship between work engagement and employee creativity. This means that the greater the work engagement of Paint Company's Creative Industries employees, the greater their creativity. The indicator that plays the most role is feeling enthusiastic and proud when doing work at Paint Company's Creative Industries because the outer loading value is the largest compared to other indicators in the Work Engagement variable. The descriptive statistics results show that this indicator has the largest mean value. This means that millennial employees at Paint Company's Creative Industries reflect work engagement towards the company with a sense of enthusiasm and pride when doing work. The higher the sense of enthusiasm and pride in working, the more the employee's creativity level will increase. According to descriptive statistics for the employee creativity variable, critical thinking is the indicator with the highest mean value. This suggests that millennial employees work enthusiastically and proudly, allowing them to think critically when completing work. Then, based on the effect size test, it appears that the work engagement variable has a relatively weak influence on employee creativity. This demonstrates that their sense of pride and enthusiasm during work do not solely influence the creativity of Paint Company's millennial employees in the Creative Industries.

The findings of this study align with Eldor & Harpaz's (2016) theory, which posits that engaged employees are more likely to think creatively and adaptably. The results of previous research by Park et al. (2014) also stated that work engagement mediates the relationship between learning organisations and innovative behaviour.

### **5.4. The Influence of Organisational Identification on Employee Creativity through Work Engagement**

The mediation effect test results indicate that organizational identity has a positive influence on employee creativity through work engagement. Apart from that, the mediation effect test also proves that the influence of organisational identification on employee creativity through work engagement is significant. This means that indirectly, millennial employees identify themselves as part of Paint Company's Creative Industries, which can generate employee creativity through active involvement in work. The organisational identification indicator that contributes the most is a sense of attachment. The employee creativity indicator, which has the highest outer loading value, is critical thinking, while the work engagement indicator, which has the highest outer loading value, is dedication. This demonstrates that millennial workers at Paint Company's Creative Industries will think critically at work when they feel pride and enthusiasm about belonging to the company.

The results of this study are in line with Hirst, van Dick, & van Knippenberg (2009) and Brammer, He, & Mellahi (2015): employees who identify strongly with the organisation are more likely to be involved and have high motivation to improve creative performance to support organisational goals. In addition, Johnson, Chang, and Yang (2010) stated that employees with a high level of identification with their organisation agree with the organisation's goals and values, are willing to spend extra effort to support the organisation's interests, and have a strong desire to stay in the organisation.

## **VI. CONCLUSIONS AND RECOMMENDATIONS**

### **6.1. Theoretical Implication**

This research answers the question about the effect of organisational identity on millennial employees' creativity at Indonesia Paint Company. This study supported research by Cohen-Meitar et al. (2009), Zhang et al. (2021), and He & Brown (2013), who prove that organisational identification causes employees to be more inclined to devote more creative effort (so that employee creativity is higher) to their work because it aligns their self-interests with the interests of the organization. This research investigates whether the organisational identity of millennial workers at Indonesia Paint Company influences their work engagement. Karanika-Murray et al.'s (2015) research, which asserts that organisational identification (OID) also impacts work engagement, forms the basis of this study.

Dutton et al.'s (1994) research also stated that individuals who have a strong identification with their organisation are more likely to be actively involved in its goals and activities, and are more motivated to work



harder to achieve these goals. Third, this research about millennial workers at Indonesia Paint Company's work engagement affects their creativity. The impact is noteworthy and constructive. This research aligns with Eldor & Harpaz's (2016) theory, positing that engaged employees are more likely to think creatively and adaptably in their work. The results of previous research by Park et al. (2014) also stated that work engagement mediates the relationship between learning organisations and innovative behavior. We aim to analyse how work engagement among millennial workers at Indonesia Paint Company can significantly influence the relationship between organisational identity and employee creativity.

The impact is noteworthy and constructive and is in line with Hirst, van Dick, & van Knippenberg (2009) and Brammer, He, & Mellahi (2015). Employees who identify strongly with the organisation are more likely to be involved and have high motivation to improve creative performance to support organisational goals. In addition, Johnson, Chang, and Yang (2010) stated that employees with a high level of identification with their organisation agree with the organisation's goals and values, are willing to spend extra effort to support the organisation's interests, and have a strong desire to stay in the organisation.

## **6.2. Managerial Implication**

From a managerial perspective, the findings offer numerous benefits. First, the management of organisational identification needs attention because the average indicator value shows the lowest mean value, namely the sense of attachment indicator. It's advisable to initiate communication with employees to understand their aspirations and concerns. Apart from that, companies also need to give appreciation and rewards to employees who excel. Based on the average level of work engagement, also known as the absorption indicator, the company must conduct a review of the worker's working conditions, as this will significantly impact the worker's ability to perform their job effectively. We use the employee creativity indicator to gauge innovative work processes. Employees must begin to be given the opportunity to make decisions based on solution ideas or innovation ideas, this is necessary in order to create employees to become the next leaders.

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