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### FOSTERING OR HINDERING CREATIVITY AT WORK? MODERATING ROLE OF PROACTIVE PERSONALITY TOWARD SUPPORT AND MEANINGFULNESS

Handrio Adhi Pradana, Zulfa Uliani

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Mon, Aug 31, 2020, 11:49 AM

Kepada Yth. Bapak Handrio Adhi P et al.

Bapak, sebelumnya hasil initial review artikel "FOSTERING OR HINDERING CREATIVITY AT WORK? MODERATING ROLE OF PROACTIVE PERSONALITY TOWARD SUPPORT AND MEANINGFULNESS" hasilnya lolos initial review... selanjutnya akan kami proses review oleh reviewer, namun adanya kebijakan baru untuk ke tahap selanjutnya dikenakan biaya 1,5 Juta sebagai biaya publikasi JABM dan untuk biaya review oleh reviewer serta biaya cetak (termasuk distribusi), adapun surat hasil review oleh tim secara resmi akan kami serahkan setelah bukti transfer kami terima. kemudian untuk menerapkan antiplagiarism kami mohon kesediann penulis untuk mengisi form pernyataan terlampir. Bukti transfer mohon di emailkan. terima kasih

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Handrio Adhi Pradana (handrioadhip)

#### Messages

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From

Dear, Editor Jurnal Aplikasi Bisnis dan Manajemen (JABM) IPB

handrioadhip

Di akhir bulan Juli tahun ini saya submit artikel ke IJBE IPB lalu tanggal 29 Agustus 2020 saya diberi notifikasi bahwa artikel saya direkomendasi untuk terbit di jurnal yang Bpk/Ibu kelola. Bersama komentar ini saya juga sudah forward-kan email konfirmasi dari editor IJBE IPB yang menjelaskan bahwa artikel saya bisa diterima di JABM IPB ke admin jurnal JABM IPB. Artikel tersebut berjudul : "FOSTERING OR HINDERING CREATIVITY AT WORK? MODERATING ROLE OF PROACTIVE PERSONALITY TOWARD SUPPORT AND MEANINGFULNESS". Terima kasih.

2020-08-31 11:11 AM

Salam,

Handrio Adhi Pradana

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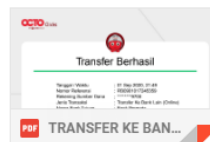
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Handrio AP

#### 3 Attachments



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Kepada Yth.

**Bapak Handrio et al.**


Kami informasikan bahwa Redaksi Jurnal Aplikasi Bisnis dan Manajemen (JABM) telah mendapatkan hasil *review* (terlampir) artikel berjudul **"FOSTERING OR HINDERING CREATIVITY AT WORK? MODERATING ROLE OF PROACTIVE PERSONALITY TOWARD SUPPORT AND MEANINGFULNESS"**. Kami mohon kesediaan penulis untuk melakukan perbaikan sesuai hasilpermintaanpada hasil *review* tersebut dan mengirimkan kembali hasil revisi kepada kami selambat-lambatnya pada **21 Oktober 2020** untuk diproses lebih lanjut sesuai dengan prosedur yang berlaku sebelum dinyatakan diterima untuk diterbitkan.

Terima kasih.

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to Jurnal ▾ Sat, Apr 24, 2021, 6:42 AM ☆ ↶ ⋮

Dear Admin Jurnal JABM IPB,

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Di dalam draf, poin-poin perbaikan saya berikan highlight kuning beserta kolom komentar untuk menanggapi setiap komentar dan revisi dari reviewer. Terima kasih.

**3 Attachments** 📄 🗑

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terima kasih, sebelum kami proses lanjut mohon dapat diperbaiki masukan berikut. tks

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Dear Admin Jurnal JABM IPB,

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Atas perhatiannya diucapkan banyak terima kasih.

Salam,  
HAP



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Submissions

**FOSTERING OR HINDERING CREATIVITY AT WORK? MODERATING ROLE OF PROACTIVE PERSONALITY TOWARD SUPPORT AND MEANINGFULNESS**

Handrio Adhi Pradana, Zulfa Uliani

Submission

Review

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Round 1

**Round 1 Status**

Submission accepted.

**Notifications**

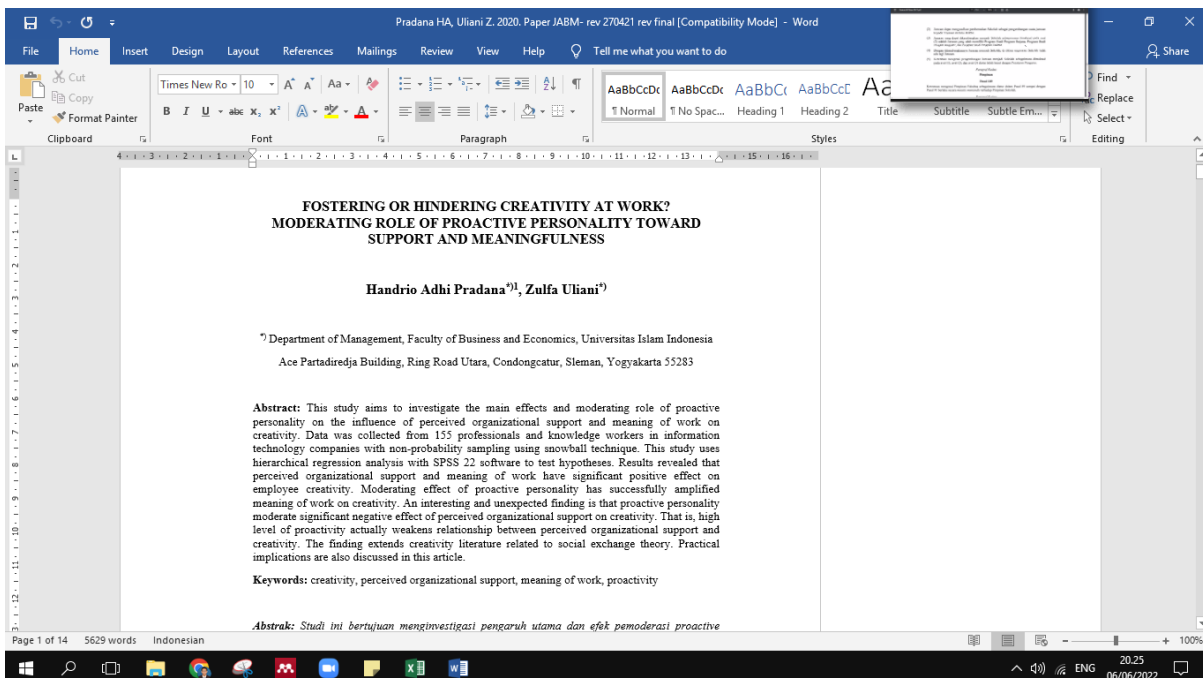
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**Review Form by Reviewer**

**Title: FOSTERING OR HINDERING CREATIVITY AT WORK?  
MODERATING ROLE OF PROACTIVE PERSONALITY TOWARD SUPPORT  
AND MEANINGFULNESS**

No	Question	Suggested reviewers
1	Is the title of the paper concise and can clearly illustrate the contents of the paper?	yes
2	Does the abstract have summarized briefly and clearly:	yes
	Purpose & scope of research	<b>It is better if you mentioned the methode of your data collection that you have used in this research, for example data was collected from 155 respondent with non probablity sampling using snowball technique</b>
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	Summary of results	<b>Good</b>
	conclusion	<b>Good</b>
3	Does the introduction clearly	<b>Yes but do you need more clarify about the tecnology companies related to the variables, why do you choose tech companies? What is the urgency or inmortance to figure</b>

	Scientific status	<b>Quantitative research</b>
	Hypothesis	<b>Clear enough</b>
	approach to problem-solving	<p>Respondents of this research are employees of information technology companies, especially in Yogyakarta and the some rest are spread in several major cities in Indonesia such as Jakarta, Semarang, Batam, and Banten.</p> <p><b>NOTE : please explain the sampling technique that you have used in this research, and how to justify that your sample size is enough for this research model?</b></p> <p>Total participation was 155 respondents; 84 from Yogyakarta and 71 from other cities. Although population size is unknown, the number of respondents can still be justified for further analysis (Raftery, 1987).</p> <p>Authors collect data through questionnaires distributed both offline and online with Google Form application.</p> <p><b>Note : how many percent the proportion of online And offline?</b></p> <p>Offline data was specifically obtained in Yogyakarta while online questionnaires were from others.</p>
	Expected results	<b>Relevant to answer the purpose of this research.</b>
4	Has the organization been clearly written so that the research can be repeated?	<b>Yes it has, and this research can be replicated in any other industries</b>
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INTRODUCTION

The external environment and increasingly fierce competition have forced many companies to continue looking for solutions in managing their resources. A company's competitive advantage is determined by the performance of its innovation. While the most powerful factor in driving innovation is the company's ability to enhance employee creativity (Mittal & Dhar, 2015). Moreover, according to Girard (2010), creativity is considered as the key to the company's long-term development and sustainability. Employee creativity is defined as the process and individual's capacity to produce ideas that are not only new, but also useful and appropriate. Creativity products include goods, services, procedures, methods or practices (Akgunduz, Alkan, & Gök, 2018).

Because creativity is an ultimate outcome variable and is one of the strong predictors of the performance of organizational innovation, studies that sought to identify the determinants of creativity have been carried out. For examples, research from Barczak, Lask, and Mulki (2010) found antecedents of creativity in the form of group dynamics, group trust, and emotional intelligence. Other studies reveal creativity is influenced by the leader behavioral factors namely transformational and transactional leadership (Khalili, 2016). In addition, individual factors that is goal orientation also identified as predictors for creativity (Song, Yu, Zhang, & Jiang, 2015). If observed, there is still little research that examines organizational support factor and work system or design. Therefore, this study seeks to fill the creativity determinant gap i.e perceived organizational support and meaning of work.

Perceived organizational support is a concept derived from Social Exchange theory that enables reciprocal processes between organizations treatment and employees. Perceived organizational support is believed to increase employee commitment, enhance performance, and suppress counterproductive behavior as a form of exchange for the organization's efforts to implement fair procedures, resources and management practices support such as favorable workplace conditions, rewards from management, etc (Dilello, Houghton, & Dawley, 2011). Regarding individual creativity, some results show that the

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Tujuan penelitian  
Hipotesis dan kerangka di metode

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Page 2 of 14 5629 words Indonesian

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proactive personality is an individual character that tends to have innovation and to change the work environment and try to explore new ways completing the work (Kim, Alice, Hon, & Grant, 2009). Proactive individuals also have capacity to use ideas and new ways to improve their performance. Study results show that proactive personality is able to mitigate effects of job dissatisfaction on creative work involvement (Wijaya, 2019). Other results also emphasize proactive personality as an important determinant of the company's innovation capabilities along with determinants of organizational context (Thao Tai & Quynh Mai, 2016). An interesting thing according to the results of Chong and Ma (2010) study found that among individual factors, work environment, and organizational culture, predictors of individual traits had the greatest correlation effect on creative self-efficacy.

This study aims to investigate positive effect of perceived organizational support and meaning of work on employee creativity. Proactive personality is considered as a moderating variable that reinforces positive influence of perceived organizational support and meaning of work on creativity. The implication is, that high level of proactivity is expected to be able to show positive influences which is getting stronger to creativity. Conversely, low level of proactivity will weaken effect of relationship between perceived organizational support, meaning of work, and creativity. This study only focuses on IT industry because the operationalization of variables requires a work design that is closely related to creativity and high autonomy of work. Therefore, authors consider the object of research that best represents this research model is IT industry.

**METHODS**

**Hypotheses Development**

**Perceived Organizational Support and Employee Creativity**

In the context of creativity, organizations can provide kinds of support such as recognition and reward toward creative ideas, positive feedback on new ways, and efforts to provide systems that allow knowledge sharing behavior among employees (Chong & Ma, 2010). Yu and Frenkel (2013) study found that organizational support was perceived

Standing for this research compared to previous researches

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Research purpose and approach to solve the problems

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Hypotheses and research framework are placed in the METHODS section.

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kepada yth.

Penulis JABM September 2021

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