

How Employee Creativity and Motivation Shape Organizational Innovation? A Quantitative Study in Human Resource Management

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Abstract: Organizational innovation has become a critical determinant of competitiveness in modern manufacturing firms, particularly in the era of digital transformation and dynamic market pressure. This study examines the influence of employee creativity and motivation on organizational innovation within the broader framework of human resource management. Using a quantitative associative approach, data were collected from 85 employees selected through proportionate stratified random sampling from a workforce of 500 employees in a large-scale manufacturing company. Survey responses were measured using a Likert-scale instrument, and multiple linear regression analysis was performed using SPSS version 26. The empirical results show that employee creativity significantly predicts organizational innovation ($\beta = 0.465$, $p < 0.001$), indicating that creative employees tend to generate novel ideas and contribute to innovation-driven practices. Motivation also demonstrates a significant positive effect ($\beta = 0.389$, $p < 0.001$), suggesting that motivated employees are more engaged in innovative behavior and improvement initiatives. Together, creativity and motivation account for 68.2% of the variance in organizational innovation ($R^2 = 0.682$), confirming their synergistic role as key drivers of innovation capability. The study highlights important implications for human resource management, emphasizing the need for strategic policies that nurture creativity, strengthen intrinsic motivation, and reward innovative contributions to sustain organizational competitiveness.

Keywords: employee creativity, motivation, organizational innovation, human resource management

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INTRODUCTION

The increasingly competitive global business environment demands that organizations adapt quickly to market dynamics and technological developments. In this context, human resources are a key factor in creating competitive advantage through innovation and creativity. Organizational innovation is determined not only by technology investment but also by employees' ability to generate new ideas and the motivational drive that supports the creation of added value for the company (Anderson et al., 2018). Companies that are able to harness the creative potential of their employees can survive and grow amidst the pressures of disruptive

digital economic change (Zhou & Hoever, 2023). In Indonesia, the manufacturing sector makes a significant contribution to the national economy, but faces challenges in maintaining competitiveness and sustainable productivity. PT Maspion Group Sidoarjo, one of the largest manufacturing companies in East Java, faces similar challenges in maintaining product innovation and work process efficiency. In a labor-intensive industry, the success of innovation depends not only on technology and capital, but also on the extent to which employee creativity and motivation can be integrated into the human resource management (HRM) system (Dewi & Utama, 2020). This condition makes creativity and motivation strategic factors in shaping a culture of innovation in a complex work environment.

Employee creativity plays a crucial role in generating new ideas that can improve product quality, process efficiency, and a company's competitive advantage. From a management perspective, creativity is not merely an individual ability, but the result of interactions between individuals, groups, and organizations that support the exploration of ideas (Amabile & Pratt, 2016). Empirical studies show that high levels of creativity contribute significantly to organizational innovation, especially when companies provide a work environment that encourages freedom of expression and collaboration among employees (Reiter-Palmon & Murugavel, 2018). In the context of PT Maspion Group, the development of ideas from the production line to product design is an important reflection of an organizational culture that is adaptive to market changes. In addition to creativity, motivation is also a key determinant influencing the level of innovation within an organization. Motivation can stem from intrinsic factors such as job satisfaction, recognition, and the drive to achieve, as well as extrinsic factors such as compensation and rewards (Deci & Ryan, 2017). Highly motivated employees tend to demonstrate greater commitment to achieving organizational goals and are more open to innovation (Robbins & Judge, 2019). Recent research has shown that the combination of intrinsic motivation and a supportive work environment has a positive influence on employee innovative behavior (Nguyen et al., 2021). Thus, effective motivation is a catalyst for the emergence of productive creativity within an organization.

Within the framework of modern HRM, organizational innovation is inextricably linked to the integration of individual creativity and incentive systems that drive work motivation. Organizations that successfully manage both aspects tend to have higher innovation performance than companies that focus solely on operational efficiency (Wang et al., 2020). PT Maspion Group Sidoarjo, a company with thousands of employees across various divisions, requires an HRM strategy that balances creativity and motivation. Challenges include systematically managing the potential of employee ideas and creating a work climate that supports sustainable innovation. Therefore, research is essential to analyze the influence of employee creativity and motivation on organizational innovation within the context of HRM at PT Maspion Group Sidoarjo.

The phenomenon at PT Maspion Group Sidoarjo shows that the level of organizational innovation is not fully aligned with the creative potential of its employees. Although the company has implemented various training and HR development programs, a gap still exists between individual creative ideas and their implementation at the organizational level. This situation suggests the possibility that work motivation and reward systems do not fully support the development of creativity into valuable innovation (Sari & Mulyani, 2021). Therefore, it is important to examine how the interaction between creativity and motivation can be optimized to encourage the creation of integrated innovation within the company's management system.

From the perspective of competency-based human resource theory, creativity and motivation are considered strategic assets that enhance an organization's ability to adapt to external changes. When employees have creative freedom and strong motivational support, they are more motivated to generate new ideas relevant to market needs and internal efficiency (Bani-Mustafa, 2022). In the context of a manufacturing industry like PT Maspion Group, employee creativity is often directly related to product innovation and production process efficiency. An organization's success in managing this creative potential is heavily influenced by work culture, leadership style, and consistently implemented HR policies. In addition to internal factors, an organizational environment that supports cross-divisional collaboration also plays a crucial role in strengthening the relationship between creativity and innovation. A work environment that is open to new ideas and encourages two-way communication between management and employees can accelerate the diffusion of innovative ideas (Eid et al., 2021). Empirical studies show that an organizational climate oriented toward learning and participation can increase a company's adaptive capacity in facing the challenges of industrial globalization (Akram et al., 2020). This is relevant for PT Maspion Group, which faces intense competition in both domestic and international markets, making human resource-based innovation a strategic necessity.

In recent years, innovation-oriented human resource management approaches have gained increasing attention in various Indonesian manufacturing companies. Research conducted by Fitriani and Santoso (2022) shows that the combination of creativity and work motivation significantly influences organizational innovation in the industrial sector. These findings indicate that management needs to create a system that not only assesses performance based on output but also values the creative process and the contribution of new ideas from employees. This approach aligns with the modern HRM paradigm, which positions employees as agents of change, not simply performers of routine tasks. Based on the above explanation, it is clear that the development of organizational innovation at PT Maspion Group Sidoarjo is significantly influenced by how the company simultaneously manages its employees' creativity and motivation. However, to date, there has been limited empirical research that comprehensively examines the relationship between these three variables in the context of a large manufacturing industry in East Java. This study aims to fill this gap by analyzing the influence of employee creativity and motivation on organizational innovation, thus providing theoretical contributions to the development of human resource management science as well as practical recommendations for HR management at PT Maspion Group.

METHOD

This study uses an associative quantitative approach that aims to analyze the influence of employee creativity and motivation on organizational innovation in the PT Maspion Group Sidoarjo environment. The quantitative approach was chosen because it allows for objective measurement of the relationship between variables through numerical data collected using a questionnaire. This associative study focuses on explaining the causal relationship between the independent variables, namely employee creativity (X_1) and motivation (X_2), on the dependent variable, namely organizational innovation (Y). Thus, the results of the study are expected to provide an empirical understanding of the contribution of each variable to increasing organizational innovation in the context of human resource management.

The population in this study were all permanent employees of PT Maspion Group Sidoarjo who work in various divisions, especially production, marketing, and human resources,

with a total of approximately 500 people. The location was selected because PT Maspion Group is a large manufacturing company in East Java known for its complex work system and high demand for innovation. Sampling was determined using the Slovin formula with an error tolerance of 5%, resulting in a sample size of 85 respondents who were considered representative. The sampling technique used was proportionate stratified random sampling, so that each division had a proportional opportunity to be represented in the study.

The research instrument used was a closed-ended questionnaire with a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The instrument was developed based on indicators adapted from previous research and adapted to the context of the manufacturing industry in Indonesia. The employee creativity variable (X_1) was measured through four indicators: the ability to think originally, the courage to take risks, creative problem solving, and the ability to generate new ideas (Amabile & Pratt, 2016). The motivation variable (X_2) included the need for achievement, recognition, intrinsic motivation, and a supportive work environment (Deci & Ryan, 2017; Robbins & Judge, 2019). Meanwhile, organizational innovation (Y) was measured through indicators of the ability to implement new ideas, work process renewal, product development, and organizational cultural support for innovation (Damanpour & Aravind, 2018).

Before being used in data collection, the research instrument was tested through validity and reliability tests using the SPSS version 26 program to ensure the accuracy and consistency of the measuring instrument. The validity test was carried out by calculating the Corrected Item-Total Correlation with a criterion of > 0.3, while the reliability test used the Cronbach Alpha coefficient with a minimum limit of 0.7. After the instrument was declared feasible, data were collected and processed using multiple linear regression analysis. The model used in this study is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where (Y) is organizational innovation, (X1) is employee creativity, (X2) is motivation, and E is the error term.

The data analysis steps include descriptive statistical analysis, classical assumption tests (normality, multicollinearity, and heteroscedasticity tests), and hypothesis testing using the t-test (partial) and F-test (simultaneous). In addition, the coefficient of determination (R^2) is used to determine the magnitude of the combined influence of independent variables on the dependent variable. The results of the analysis will be interpreted by linking empirical findings and HRM theories related to creativity, motivation, and organizational innovation. Through this approach, the research is expected to provide strategic recommendations for PT Maspion Group in improving employee innovative performance through human resource management policies based on creativity and motivation.

Table 1. Operationalization Of Research Variables

Variable	Indicator	Measurement Scale	Reference Source
Employee Creativity (X_1)	1. Original thinking ability	Likert Scale (1–5)	Amabile & Pratt (2016); Reiter-Palmon & Murugavel (2018); Zhou & Hoever (2023)
	2. Courage to take risks		
	3. Creative problem solving		

	4. Ability to generate new ideas		
Motivation (X₂)	1. Need for achievement 2. Recognition for achievement 3. Intrinsic motivation 4. Supportive work environment	Likert Scale (1–5)	Deci & Ryan (2017); Robbins & Judge (2019); Nguyen et al. (2021)
Organizational Innovation (Y)	1. Ability to implement new ideas 2. Ability to implement new ideas 3. Work process renewal 4. Development of new products/services 5. Organizational culture that supports innovation	Likert Scale (1–5)	Damanpour & Aravind (2018); Wang et al. (2020); Bani-Mustafa (2022)

Each variable in this study was measured using a five-level Likert scale (1 = strongly disagree to 5 = strongly agree) to describe respondents' perceptions of statements related to organizational creativity, motivation, and innovation. Variable measurements were conducted based on relevant theories and previous research results to meet construct validity. Employee creativity is defined as an individual's ability to generate new ideas and solve problems in an original way (Amabile & Pratt, 2016). Motivation is seen as an internal and external drive that influences employee work enthusiasm and innovative orientation (Deci & Ryan, 2017). Meanwhile, organizational innovation describes a company's ability to create and implement new ideas that generate added value (Damanpour & Aravind, 2018).

Based on this framework, the research hypothesis is designed to test both direct and simultaneous influences between variables. Hypotheses H1 and H2 test the partial influence of each independent variable on organizational innovation, while H3 tests the combined influence of both independent variables. Hypothesis testing was conducted using multiple linear regression analysis using SPSS version 26 software. The criteria for hypothesis acceptance were determined based on the significance value (p -value < 0.05) and a positive regression coefficient ($\beta > 0$). The results of this test will be the basis for drawing conclusions regarding the role of creativity and motivation in increasing organizational innovation at PT Maspion Group Sidoarjo.

RESULTS AND DISCUSSION

Research Results

1. Description Of Respondent Characteristics

The following table shows the characteristics of respondents based on gender, age, education level, length of service, and division at PT Maspion Group Sidoarjo. This data was obtained from the 85 respondents who participated in this study.

Table 2. Profile Of Respondent Characteristics

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Male	52	61,2
	Female	33	38,8
Age (Years)	20–30	28	32,9
	31–40	37	43,5
	>40	20	23,6
Last Education	High school/Vocational school	26	30,6
	Diploma (D3)	18	21,2
	Bachelor’s degree (S1)	34	40,0
	Postgraduate (S2)	7	8,2
Length Of Works	≤5 Years	22	25,9
	6–10 Years	39	45,9
	>10 Years	24	28,2
Division Of Works	Production	30	35,3
	HR & Administration	22	25,9
	Marketing	20	23,6
	Finance & Logistics	13	15,2
Total		85	100,0

Based on the data in Table 2, the majority of respondents in this study were male (61.2%), while females accounted for 38.8%. This composition reflects the general characteristics of the manufacturing industry, which is still dominated by a male workforce, particularly in production. The majority of respondents were in the productive age group of 31–40 years (43.5%), indicating that they are at the peak of their careers with a high level of experience and work responsibility.

In terms of education, the majority of respondents (40%) held a bachelor’s degree (S1), followed by high school/vocational school graduates (30.6%). This indicates that PT Maspion Group Sidoarjo has accommodated a diverse workforce, from technical to professional levels.

The majority of respondents (45.9%) had worked for 6–10 years, indicating that most employees have considerable loyalty and experience with the organization. This composition reinforces the assumption that respondents have a good understanding of the company’s work systems and policies.

In terms of work division, the production department comprised the largest group of respondents (35.3%), followed by HR and administration (25.9%), marketing (23.6%), and finance and logistics (15.2%). This composition reflects the true proportion of the workforce structure in a large manufacturing company, where the primary activity is centered on the production process. The diverse backgrounds of these respondents provide a strong foundation for research to comprehensively explore the relationship between creativity, motivation, and organizational innovation within PT Maspion Group Sidoarjo.

2. Descriptive Statistics Of Research Variables

Descriptive analysis was conducted to describe respondents' perceptions of each research variable, consisting of employee creativity (X_1), motivation (X_2), and organizational innovation (Y). The results of data processing from 85 respondents are presented in the following table.

Table 3. Descriptive Statistics Of Research Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation	Category
Employee Creativity (X_1)	85	3.15	4.95	4.32	0.41	Height
Motivation (X_2)	85	3.05	4.90	4.26	0.38	Height
Organizational Innovation (Y)	85	3.20	4.85	4.30	0.43	Height

Source : Processed Data (SPSS 26, 2025)

Based on the descriptive analysis results in Table 3, all variables show an average value above 4.00, indicating that respondents' perceptions of organizational creativity, motivation, and innovation are high. The average value of the employee creativity variable, 4.32, indicates that most PT Maspion Group employees have the ability to think creatively, have the courage to take risks, and have the ability to solve problems innovatively. This indicates that the company's work environment is relatively conducive to encouraging the emergence of new ideas relevant to product and work process improvements.

Meanwhile, the average motivation score of 4.26 indicates that the majority of respondents felt strongly motivated to work, both from intrinsic factors such as satisfaction and recognition, and extrinsic factors such as reward systems and a supportive work environment. This reinforces the view that PT Maspion Group has implemented an HR management strategy that supports increased employee motivation, particularly through incentive and training policies. The organizational innovation variable also achieved a high average score (4.30), indicating that the company has a strong commitment to implementing new ideas, improving production processes, and sustainable product development.

The tendency of low standard deviation values (0.38–0.43) indicates that respondents’ perceptions are relatively uniform, meaning there is a consensus among employees regarding working conditions and the culture of innovation in the company environment. In general, these results indicate that PT Maspion Group employees have a level of creativity and motivation that aligns with the direction of organizational innovation, thus empirically supporting the initial assumption that both independent variables have the potential to have a positive influence on company innovation.

3. Validity And Reliability Test Of The Instrument

Validity and reliability tests were conducted to ensure that the questionnaire instrument used was appropriate, accurate, and consistent in measuring each research variable. The validity test was calculated using the Corrected Item-Total Correlation (CIT) with the criterion that each statement item was declared valid if the correlation value was greater than 0.30 ($r > 0.30$). Meanwhile, a reliability test was conducted to measure the level of consistency of answers between items using the Cronbach Alpha value. A variable is declared reliable if the Cronbach Alpha value is ≥ 0.70 (Hair et al., 2019).

Table 4. Results Of Validity Test of the Instrument

Variable	Number Of Items	Range Of Correlation Values	Criteria	Description
Employee Creativity (X_1)	8	0.476 – 0.821	> 0.30	Valid
Motivation (X_2)	8	0.452 – 0.834	> 0.30	Valid
Organizational Innovation (Y)	8	0.498 – 0.846	> 0.30	Valid

Source : Processed Data (SPSS 26, 2025)

Table 5. Results Of Reliability Test Of The Instrument

Variable	Number Of Items	Cronbach’s Alpha	Criteria	Description
Employee Creativity (X_1)	8	0.893	≥ 0.70	Reliabel
Motivation (X_2)	8	0.876	≥ 0.70	Reliabel
Organizational Innovation (Y)	8	0.902	≥ 0.70	Reliabel

Source : Processed Data (SPSS 26, 2025)

Based on the validity test results in Table 4, all statement items for each variable had a Corrected Item-Total Correlation value above 0.30, thus concluding that all research instrument items were valid. This indicates that each statement in the questionnaire accurately represents the construct of the variable being measured. Therefore, the employee creativity, motivation,

and organizational innovation variables can be used for further testing without any items needing to be eliminated.

The reliability test results in Table 5 show that the Cronbach’s Alpha values for all variables were above 0.87, indicating a very high level of internal consistency. This value indicates that the instrument has stable responses across respondents and can produce reliable data in measuring the research variables. Overall, these validity and reliability test results strengthen the belief that the research instrument meets the standards of reliability and suitability for use in further regression analysis.

4. Classical Assumption Test

Before conducting multiple linear regression analysis, classical assumptions are first tested to ensure that the regression model meets the BLUE (Best Linear Unbiased Estimator) criteria. Classical assumption tests include normality, multicollinearity, and heteroscedasticity. These three tests aim to ensure that the data is normally distributed, there is no strong correlation between the independent variables, and the homogeneity of residual variance.

Table 6. Results Of Classical Assumption Test

Test Type	Indicators	Results	Criteria	Description
Normality Test (Kolmogorov-Smirnov)	Sig. = 0.200	> 0.05	Normally distributed data	Fulfil
Uji Multicollinearity Test	Tolerance X_1 = 0.781 Tolerance X_2 = 0.792 VIF X_1 = 1.280 VIF X_2 = 1.263	Tolerance > 0.10 VIF < 10	No Multicollinearity	Fulfil
Heteroscedasticity Test (Glejser)	Sig. X_1 = 0.364 Sig. X_2 = 0.428	> 0.05	There is no Heteroscedasticity	Fulfil

Source: Processed Data (SPSS 26, 2025)

The results of the normality test using the Kolmogorov–Smirnov method showed a significance value of 0.200, which is greater than 0.05. This indicates that the research data is normally distributed and therefore suitable for regression analysis. With a normal data distribution, the resulting regression parameters can be interpreted statistically validly. Furthermore, the results of the multicollinearity test showed a Tolerance value above 0.10 and a Variance Inflation Factor (VIF) below 10 for both the creativity (X_1) and motivation (X_2) variables. This means that no strong correlative relationships were found between the independent variables, thus the regression model is free from multicollinearity issues.

Meanwhile, the results of the heteroscedasticity test using the Glejser Test produced significance values for the X_1 variable of 0.364 and X_2 of 0.428 (both > 0.05). Thus, it can be concluded that there are no symptoms of heteroscedasticity, meaning that the residual variance is homogeneous across all observational data. Overall, the results of the classical assumption test indicate that the regression model in this study has met all basic assumptions, so that it can be continued to the multiple linear regression analysis stage without any estimation bias.

5. Significance Test And Proof Of Hypothesis

A significance test is conducted to assess whether the proposed research hypothesis is accepted or rejected based on the results of the t-test (partial) and F-test (simultaneous). The hypothesis is declared accepted if the significance value (Sig.) is less than 0.05 ($p < 0.05$) and the regression coefficient has a positive sign, which indicates a positive and significant influence between the independent variables on the dependent variable.

Table 7. Results Of Significance Test and Hypothesis Decision

Hypothesis Code	Hypothesis Statement	Nilai t/F	Sig.	Decision	Description
H1	Employee creativity has a positive and significant influence on organizational innovation	t = 5.728	0.000	Accepted	Significant
H2	Motivation has a positive and significant influence on organizational innovation	t = 4.836	0.000	Accepted	Significant
H3	Employee creativity and motivation simultaneously have a positive influence on organizational innovation	F = 94.216	0.000	Accepted	Significant

Source : Processed Data (SPSS 26, 2025)

Based on the significance test results in Table 7, the three research hypotheses (H1, H2, and H3) were accepted because all significance values were below 0.05 and the regression coefficients were positive. This indicates that both creativity and motivation have a positive influence on organizational innovation, both partially and simultaneously. This finding strengthens the theory proposed by Amabile and Pratt (2016), that creativity is the core of the innovation process because it generates new ideas that can be implemented in organizational systems and processes. This result is also in line with the view of Deci and Ryan (2017) who emphasized that intrinsic motivation plays a crucial role in fostering individual commitment to the development of creative ideas.

Furthermore, the acceptance of hypothesis H3 confirms that the combination of creativity and motivation is a complementary factor in driving organizational innovation. Employees with creative thinking skills will be more likely to innovate when supported by high motivation and a work environment that rewards new ideas. This finding aligns with research by Wang et al. (2020), which found that the interaction between motivation and creativity produces a dual effect on employee innovative behavior in the manufacturing sector. Therefore, this study confirms that PT Maspion Group Sidoarjo has created a work ecosystem that supports innovation by strengthening the creativity and motivational aspects of its human resources.

Discussion

1. Employee Creativity As The Main Driver Of Organizational Innovation

Employee creativity is a fundamental factor in driving organizational innovation because it is the primary source of new ideas that can be implemented in business processes. The results of the study indicate that creativity has a positive and significant influence on organizational

innovation ($\beta = 0.465$; sig. 0.000). This finding supports Amabile's theory, which asserts that individual creativity is a crucial input into the broader organizational innovation system. PT Maspion Group employees demonstrate the ability to think original, dare to take risks, and have the ability to find alternative solutions in their daily work. This indicates that the work culture within the company environment supports the exploration of ideas without fear of failure, which is a hallmark of an innovative organization (Kim & Park, 2020).

In the context of the manufacturing industry, creativity has strategic value because it plays a direct role in production process efficiency, product design development, and operational problem-solving. According to Hennessey and Amabile (2020), companies that provide employees with cognitive freedom tend to produce more sustainable innovation than organizations with rigid work systems. At PT Maspion Group, the involvement of production line employees in proposing technical improvements demonstrates the concrete implementation of a bottom-up innovation approach. This aligns with the concept of participatory creativity, where innovation originates not only from top management but also from the contribution of creative ideas at all levels of the organization.

Furthermore, creativity has also been shown to enhance an organization's adaptability to external changes. When the market experiences rapid demand dynamics, companies with creative employees are able to adapt production and marketing strategies more flexibly. Research by Li and Zhang (2021) confirms that individual creativity accelerates the organizational innovation process by reducing resistance to change and increasing readiness to learn. At PT Maspion Group, this is reflected in the company's success in developing new household product variations that respond to global market trends, such as energy-efficient and environmentally friendly products.

Furthermore, creativity not only drives product innovation but also strengthens process and organizational innovation. According to Anderson et al. (2022), employees who think creatively tend to generate ideas for improving work systems, reducing operational costs, and creating new, more efficient procedures. In the context of PT Maspion Group, creativity is evident in employee initiatives to modify workflows to increase productivity without sacrificing quality. This success demonstrates that creativity is not simply an individual ability, but rather the result of interactions between individuals and an organizational environment that supports the expression of ideas.

Thus, it can be concluded that employee creativity is the primary driving force behind organizational innovation at PT Maspion Group Sidoarjo. A work culture that fosters new ideas, managerial support for experimentation, and a reward system for creative ideas have become catalysts for the company's innovation success. This finding aligns with recent research by Rehman et al. (2023), which asserts that organizations with high levels of creativity are more likely to achieve innovation-based competitive advantage. Therefore, companies need to continuously strengthen human resource management policies that facilitate creativity training, collaborative learning, and cross-divisional communication as a sustainable strategy to strengthen the organization's innovative capacity.

2. The Role Of Motivation In Increasing Employee Innovative Behavior

Work motivation is one of the important psychological factors that influence employee innovative behavior in organizations. The results of this study indicate that motivation has a positive and significant effect on organizational innovation ($\beta = 0.389$; sig. 0.000), which means that the higher the employee motivation, the greater their tendency to generate and implement

new ideas. This is in line with the Self-Determination theory by Deci and Ryan which explains that intrinsic motivation such as the need for achievement and work meaning—encourages employees to innovate voluntarily without external pressure. At PT Maspion Group, this result is reflected in the high work enthusiasm of employees who actively contribute ideas for process efficiency and product quality improvement.

Motivation in an organizational context stems not only from financial factors, but also from management support, recognition for achievements, and involvement in decision-making. According to Nguyen and Pham (2022), employees who feel valued and have autonomy in their work tend to demonstrate higher levels of innovation than those working in tightly controlled environments. A similar phenomenon is seen at PT Maspion Group, where a performance-based reward system and employee involvement in work process improvement forums have become drivers of collective motivation. This incentive system not only increases job satisfaction but also fosters a sense of ownership in the company's innovation outcomes.

Furthermore, motivation also serves as a mediator between organizational climate and employee innovative behavior. Research by Lee et al. (2021) found that organizational support for continuous learning and training strengthens employees' intrinsic motivation to innovate. In the context of PT Maspion Group, the implementation of regular training programs, such as continuous improvement training and quality control circles, provides a concrete example of how motivation fostered through learning can enhance individual innovative capacity. A work environment conducive to sharing ideas and learning from mistakes makes employees feel safer to experiment and try new approaches.

Furthermore, these findings emphasize the importance of balancing intrinsic and extrinsic motivation in fostering sustainable innovative behavior. According to Chughtai (2018), intrinsic motivation encourages the exploration of creative ideas, while extrinsic motivation through rewards and recognition strengthens the implementation of these ideas in work practices. At PT Maspion Group, the combination of these two forms of motivation is evident in the awarding of “Best Innovator of the Month” to employees who contribute significant ideas. This award not only fosters healthy competition but also reinforces an organizational culture that places innovation as a core value.

Overall, the results of this study indicate that motivation plays a strategic role in enhancing employee innovative behavior in the manufacturing sector. Motivation not only serves as a work motivator but also as a binding mechanism between individual and organizational goals. These results support the findings of Arieli et al. (2020) who stated that highly motivated employees demonstrate greater emotional and cognitive engagement with their work, thus being more prepared to innovate. Therefore, for PT Maspion Group, strengthening a fair, transparent, and achievement-based motivation system is a crucial step in creating an innovative workforce oriented towards improving performance and long-term competitiveness.

3. Synergy Of Creativity And Motivation As A Synergistic Model Of Innovative HR

Creativity and motivation are two inseparable elements in building an innovative organization. The results of the study indicate that these two variables simultaneously have a significant influence on organizational innovation ($F = 94.216$; sig. 0.000; $R^2 = 0.682$). This figure indicates that almost 70% of the variation in organizational innovation at PT Maspion Group can be explained by the combination of employee creativity and motivation. This confirms that creativity provides a source of new ideas, while motivation provides the impetus

to implement these ideas consistently. According to Gagné and Deci (2019), when individuals have a strong intrinsic drive and feel supported by the organization, their creative potential will be more easily realized in the form of tangible innovation.

The synergy between creativity and motivation not only generates ideas but also creates a work system that supports their effective implementation. Employees who are highly creative but lack motivation tend to fail to implement their ideas, and vice versa. According to Sun and Li (2020), the combination of a work environment that facilitates creativity and a fair reward mechanism can produce sustainable innovation. At PT Maspion Group, this synergistic relationship is reflected in cross-divisional collaboration in the Maspion Innovation Forum program, where employee ideas from various units are jointly reviewed by the innovation team. This initiative creates an employee-driven innovation system that strengthens the role of HR in building an innovative culture.

From a human resource management perspective, the synergy of creativity and motivation can be viewed as social and psychological capital that enhances organizational capabilities. A study by Eberly and Fong (2021) states that the combination of the two enhances organizational learning capability, namely the organization's ability to absorb, process, and implement new knowledge. PT Maspion Group demonstrates this practice by providing an idea space that allows employees to share ideas across departments. With motivational support, such as rewards for the best ideas, individual creativity does not stop at the conceptual stage but is transformed into innovations of strategic value for the company.

This synergy also has important implications for a sustainable, innovative HRM system. According to Zhou and Wu (2022), innovation-based employee management requires a balance between creative freedom and responsibility for work results. PT Maspion Group successfully fosters this balance through a performance evaluation system that assesses not only productivity but also the contribution of ideas. Thus, creativity and motivation are integrated into the company's formal reward system, creating a virtuous cycle of recognition and encouragement of innovation. This demonstrates that organizational innovation is not the result of chance, but rather the result of a management design that supports psychological and structural synergy.

With the reciprocal relationship between creativity and motivation, PT Maspion Group can be used as an example of adaptive and innovation-oriented HR management practices. The synergy of these two factors makes employees not just task performers but also innovation partners for the company. The results of this study are consistent with the findings of Bin Saeed et al. (2019), who emphasized that the interaction between creativity and motivation increases employee innovative commitment and accelerates the adoption of new ideas within the organization. Therefore, it can be concluded that innovative HR strategies must integrate creativity training, reward systems, and participatory leadership so that the synergy between creativity and motivation can become a source of long-term competitive advantage.

4. Strategic Implications For PT Maspion Group In Building An Innovative Culture

The research findings, which demonstrate the significant influence of creativity and motivation on organizational innovation, have strategic implications for the development of human resource management policies at PT Maspion Group Sidoarjo. In the era of Industry 4.0, manufacturing companies no longer rely solely on production efficiency but must also adapt to market dynamics and technological developments through continuous innovation. According to Shafique et al. (2020), a strong innovative culture can increase a company's competitiveness by

accelerating the organization's learning process and expanding its adaptive capabilities. Therefore, the results of this study emphasize the importance of PT Maspion Group strengthening the synergy between HR development policies and the company's innovation strategy to maintain competitive advantage at the national and global levels.

The first step a company can take is to build a work environment that supports creativity and motivation through open communication, providing job autonomy, and recognizing new ideas. According to Khan et al. (2021), an innovation-oriented work environment can increase employee engagement and strengthen their emotional connection to the organization. In the context of PT Maspion Group, implementing an innovation feedback system that allows employees to submit ideas directly to management can be a crucial tool in strengthening participation. With a transparent and appreciative system, companies can transform innovation from an elitist activity into a collective culture that thrives across all levels of employees.

In addition to creating a conducive environment, companies need to integrate creativity training and development programs into their HR systems. According to Sarwar et al. (2017), innovation-based training can improve divergent thinking skills and shift employees' mindsets from reactive to proactive. PT Maspion Group can implement a design thinking workshop and innovation lab approach as a means of honing cross-functional creativity, particularly between production, marketing, and HR divisions. Thus, innovation does not simply emerge from spontaneous initiatives but becomes part of a systematic and measurable knowledge management process.

The next strategic implication is strengthening innovative performance-based reward and compensation systems. A study by Li and Zheng (2020) showed that non-financial incentives, such as public recognition and career opportunities, have a significant impact on increasing motivation and innovative behavior. In practice, PT Maspion Group could develop reward schemes such as "Monthly Innovator" or "Best Creative Team" to foster healthy competition among employees. These awards not only increase individual motivation but also reinforce organizational values that value courageous innovation. This system also serves as an employee retention strategy, as individuals who feel valued tend to have higher loyalty and commitment to the company.

Finally, companies need to strengthen transformational and participatory leadership as the key to building a sustainable, innovative culture. According to Afsar et al. (2019), leaders who are able to inspire and provide innovative examples will create a positive psychological effect on subordinates, encouraging them to think creatively and act adaptively. At PT Maspion Group, this leadership style can be implemented through transformational leadership training programs for supervisors and middle managers so they can become facilitators of change at the work unit level. With the support of transformational leadership, employee creativity and motivation can be channeled into tangible innovations that strengthen the company's competitiveness and sustainability in the future.

CONCLUSIONS

The research results show that employee creativity has a positive and significant influence on organizational innovation at PT Maspion Group Sidoarjo. Creative employees tend to have original thinking skills, are willing to take risks, and actively participate in generating new ideas, which impact efficiency and product development. These findings confirm that creativity is a strategic asset that must be continuously developed through HR policies that encourage freedom of thought and space for experimentation.

Motivation has also been shown to have a positive and significant influence on organizational innovation. Intrinsic incentives such as job satisfaction, rewards, and recognition for achievement have been shown to strengthen employees' enthusiasm for innovation. This indicates that PT Maspion Group needs to balance financial and non-financial motivational strategies so that employees feel valued and have a sense of ownership in the innovations they produce. Thus, motivation is a crucial catalyst in transforming creative potential into tangible and sustainable innovation.

Simultaneously, creativity and motivation contribute significantly to increasing organizational innovation. The combination of the two forms a psychological synergy that increases the rate of adoption of new ideas and creates an organizational culture that is adaptive to change. These findings support the Self-Determination and Componential Theories of Creativity, which emphasize the importance of individual and environmental factors in generating innovation. Therefore, companies need to strengthen policies that facilitate cross-functional collaboration, creative training, and innovation-based performance appraisal systems.

For PT Maspion Group, the results of this study provide strategic implications: managing innovative human resources depends not only on technical capabilities but also on the organization's ability to foster a work environment that values ideas and provides positive feedback on employee experimentation. Strengthening transformational leadership, a fair reward system, and supporting continuous learning are key to maintaining an innovative culture in an era of global competition.

For future research, it is recommended that researchers expand the sample size to other manufacturing sectors and add mediating variables such as organizational culture or leadership support to gain a deeper understanding of the mechanisms driving innovation. Furthermore, a mixed methods approach is recommended so that research results not only provide quantitative evidence but also explore qualitative insights into the dynamics of creativity and motivation in the workplace.

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