



## Leadership and organizational impact on employee creativity in jabodetabek startups: a mediation study

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### ABSTRACT

Significant changes triggered by globalization and the COVID-19 pandemic have required adaptation and creativity in the world of work, especially in the digital era. The millennial and Z generation, which dominate the workforce today, have an essential role in creating competitive advantages and maintaining the sustainability of organizations, especially startups. This research aims to measure and analyze the influence of Perceived Authentic Leadership and Organizational Identification on Employee Creativity mediated by Work Engagement in employees who work in Jabodetabek startups. This research uses a survey-based methodology using an online questionnaire with assessments using a Likert Scale. Data from 243 respondents was analyzed using the partial least squares structural equation modeling (PLS-SEM) technique. The research results show that perceived authentic leadership and organizational identification positively affect employee creativity, both directly and through the mediation of work engagement.

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### 1. INTRODUCTION

The contemporary business landscape influenced by globalization and the repercussions of the COVID-19 pandemic, has ushered in an era of remarkable transformation and challenges, often encapsulated within the VUCA paradigm (Volatility, Uncertainty, Complexity, and Ambiguity). Organizations, particularly startups, are in the crucible of these dynamic changes, necessitating rapid adaptation and fostering a creative and innovative workforce in order to sustain and thrive (Carell & Zuhriyah, 2021; Kaushik & Guleria, 2020).

Minister of Education, Culture, Research and Technology Nadiem Makarim said that Indonesia's main challenge is the need for more creative and innovative talent. Indonesia has 2,483 startups, with 40% located in Jabodetabek, making it one of the top six in the world and number one in ASEAN (Databoks, 2023). The country's digital economic prospects are promising, with estimations projecting its growth to USD 130 billion by 2025, representing approximately 40% of the total digital economy in Southeast Asia (OJK Virtual Innovation Day, 2021). Simultaneously, Indonesia faces the challenge of cultivating a workforce characterized by creativity and innovation, which are integral for maintaining a

competitive advantage in the global market. The Millennials and Gen Z, known for their adeptness with technology, progressive values, and pursuit of meaningful work, constitute a significant segment of the current workforce. Despite their potential, millennials often face criticism regarding their perceived lack of commitment and short attention spans, underscoring the importance of understanding and leveraging their creative energies (Dechawatanapaisal, 2019; Dimock, 2019).

The World Intellectual Property Organization's Global Innovation Index 2022, which ranked Indonesia 75th out of 132 countries with a score of 27.90, mirrors a global trend that prioritizes creativity. The World Economic Forum (2023) forecasts an increased emphasis on creative thinking skills in the coming years. Deloitte's survey (2022) also highlighted growth opportunities and meaningful work as top factors retaining Millennial and Gen Z employees, underlining creativity as an asset for competitive advantage. Creativity is essential for a competitive edge and sustainability (Yang, Li, Liang, & Zhang, 2021). The World Economic Forum (2023) highlights 'creative thinking' as a core skill in high demand across industries, underlining its escalating importance in the forthcoming years. However, enhancing employee creativity is a multifaceted process influenced by various organizational factors. Among them, perceived authentic leadership, work engagement, and organizational identification have been identified as crucial elements in fostering creative environments (Gözükara & Şimşek, 2015; Hui et al., 2021).

Work engagement has garnered considerable attention due to its correlation with innovative behavior and creativity. However, a concerning global trend is the low work engagement levels, with only 15% of workers feeling genuinely connected to their jobs (Gallup, 2017). This disconnection is even more pronounced among millennials, who exhibit distinct work orientations, values, and expectations, necessitating tailored approaches to enhance their engagement (Holland, Cooper, & Sheehan, 2017).

Within the context of leadership, perceived authentic leadership has gained momentum, particularly for its effectiveness in fostering work engagement among millennials and Gen-Z (Chaudhary & Panda, 2018; Imam, Naqvi, Naqvi, & Chambel, 2020; Semedo, Coelho, & Ribeiro, 2018). Authentic leaders facilitate spaces where creativity can flourish by promoting a transparent, empowering environment. Perceived authentic leadership, characterized by honesty, transparency, and integrity, is positively associated with work engagement, resonating particularly with Millennials and Gen Z, who prioritize authenticity (Barton, 2019; Sengupta, Sharma, & Singh, 2020). In the dynamic environment of startups, the principles of perceived authentic leadership, encompassing self-awareness, balanced processing, relational transparency, and an internal moral perspective, become critical drivers of employee creativity (Semedo et al., 2018; Sengupta et al., 2020; Zeb, Abdullah, Hussain, & Safi, 2020). This leadership style not only meets the autonomy needs of employees, thereby boosting intrinsic motivation and creativity but also fosters an ethical climate conducive to innovation (Chaudhary & Panda, 2018). The research underscores that perceived authentic leadership enhances work engagement and catalyzes employee creativity (Bakker, Albrecht, & Leiter, 2017). The role of work engagement extends beyond a mere by-product of effective leadership, influencing organizational identification and, subsequently, employee creativity (Chaudhary & Panda, 2018). Organizational identification, the degree to which employees align themselves with their company's values and goals, has been identified as a crucial element in stimulating employee creativity, especially among younger generations (Hui et al., 2021).

Employees with a strong sense of organizational identification exhibit higher levels of work engagement, leading to increased innovative thinking and problem-solving creativity (Liu, Zhang, Liao, Hao, & Mao, 2016). These findings are consistent across various studies, highlighting the direct contribution of organizational identification to creativity and the mediating role of work engagement (Gupta & Sharma, 2016; Li & Sandino, 2018). Engaged employees provide innovative solutions to challenges, emphasizing organizational solid identification as a foundation for a creative workforce (Karanika-Murray, Duncan, Pontes,

& Griffiths, 2015; Tse, To, & Chiu, 2018). In the broader context of organizational performance and competitiveness, the implications of these dynamics become even more significant. Employee creativity is not an isolated phenomenon but a critical driver of innovation, giving organizations a competitive edge (Zhu, Gardner, & Chen, 2018). In the face of rapid technological advancements and the shift towards Industry 4.0, fostering a work environment that encourages creativity is beneficial and essential (Rinker, Khare, Padhye, & Fayman, 2021).

Perceived authentic leadership emerges as a significant factor in this process, with leaders serving as role models, establishing behavior standards, and nurturing a stronger connection between employees and their organization (Chaudhary & Panda, 2018). This leadership style creates a ripple effect that amplifies employee creativity by reinforcing organizational identification and enhancing work engagement. The interconnectedness of these elements outlines an ecosystem within which individuals understand organizational values and feel integrated into the company culture, motivating them to contribute creatively to its vision.

The current workforce of Millennials and Generation Z in Jabodetabek's startup sector demands a workplace ecosystem that nurtures creativity through intrinsic motivation and a profound sense of belonging. While the strategic roles of perceived authentic leadership and organizational identification are recognized for enhancing employee creativity, there is a discernible gap in the literature regarding their combined effect on the creativity of these younger demographics, who are integral to the nation's digital transformation. Moreover, the literature needs to sufficiently explore the mediating influence of work engagement within this context. This study intends to bridge this gap by investigating the synergistic impact of perceived authentic leadership and organizational identification on employee creativity, specifically focusing on how work engagement is a mediating factor. This inquiry is pivotal for elucidating the unique interrelations and contributing to cultivating a robust, innovative, and competitive startup culture well-aligned with the rapid technological advancements and shifting paradigms of workforce engagement in Indonesia.

## 2. RESEARCH METHOD

The sampling method used in this study was purposive sampling, meaning that the participants were selected based on specific criteria relevant to the research question; the respondents were millennial generation and Gen Z employees, born between 1981-2010 who worked at startups in the Jabodetabek area for more than one year. The questionnaire was distributed online. The results of the distribution produced 243 of the 220 respondents needed. Male respondents of this study were 123 (50.6%) while 120 (49.4%) were female respondents.

Table 1. Respondents' profile

	Category	f	%		Category	f	%
Gender	Male	123	50.6%	Industrial sector of the startups	SaaS (Software as a Service)	46	18.9%
	Female	120	49.4%		Finance (FinTech)	42	17.3%
Age	22 - 27 years	71	29.2%	Education (EduTech)	39	16.0%	
	27 - 34 years	129	53.1%	Transportation and Logistics	33	13.6%	
	35 - 42 years	43	17.7%	Ecommerce	27	11.1%	

Education	High school or equivalent	42	17.3%	Division	Health (HealthTech)	24	9.9%
	Diploma (D1/D2/D3)	23	9.5%		Property (PropTech)	22	9.1%
	Bachelor (D4/S1)	160	65.8%		Agriculture (AgriTech)	10	4.1%
	Master (S2)	18	7.4%		IT	76	31.3%
Tenure	1 - 3 years	105	43.2%	Marketing and advertising	66	27.2%	
	3 - 5 years	110	45.3%	Research and Development (R&D)	48	19.8%	
	6 - 10 years	28	11.5%	Service Graphic and Multimedia Design	41	16.9%	
					12	4.9%	

## 2.1 Measures

### 2.1.1 Employee Creativity

In Zhou & George, (2001), a scale to measure employee creativity was developed, consisting of 13 items, each evaluated using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Each item on this scale signifies potential creative behaviors exhibited by employees in the workplace. This scale possessed commendable reliability (Cronbach's Alpha = 0.943) when tested among 149 respondents in the manufacturing sector. This suggests that the scale is proficient at measuring employee creativity both accurately and consistently.

### 2.1.2 Organizational Identification

The variable of organizational identification in this study utilizes a model referencing the measurement scale used by Mael & Ashforth, (1992), comprised of 6 items, each gauged using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Mael & Ashforth's research indicated that this measurement scale displayed good reliability (Cronbach's Alpha = 0.89) and validity. This model encourages individuals to reflect upon the depth of their attachment and involvement with their organization and to what extent they perceive the organization's successes and failures as their own. The model further allows researchers to garner a deeper understanding of the relationship between employees and their organizations and to discern how closely employees identify with these entities.

### 2.1.3 Perceived Authentic Leadership

The measurement of the perceived authentic leadership variable in this research was executed using the Authentic Leadership Inventory (ALI) developed by Neider & Schriesheim, (2011). The ALI is an enhancement and refinement of the Perceived authentic leadership Questionnaire (ALQ) designed initially by Walumbwa, Avolio, Gardner, Wernsing, & Peterson, (2008). ALI consists of 16 items spanning four dimensions of perceived authentic leadership, aimed at assessing employees' perceptions of their superiors' authentic leadership. Each item is evaluated using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Neider & Schriesheim's research indicated that this measurement scale exhibited good reliability (Cronbach's Alpha = 0.83) and validity.

Work Engagement measurement utilizes the Utrecht Work Engagement Scale (UWES) by Schaufeli & Bakker (2004), based on three dimensions of work engagement: vigor, dedication, and absorption, encompassing nine items. Each item is gauged using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). In Schaufeli & Bakker's study, this measurement scale demonstrated good reliability (Cronbach's Alpha = 0.936) and validity. The UWES has been proven valid and reliable due to its interrelatedness, internal consistency, and temporal stability.

## 2.2 Data analysis

The hypotheses were tested using PLS-SEM (Partial Least Square-Structural Equation Modelling) with the help of LISREL 8.8. Structural Equation Modeling (SEM) aims to test the relationship between variables and indicators. Structural model testing and measurement models are combined using SEM (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). There are three stages in examining data and carrying out path modeling, namely determining the structural model, selecting and determining the measurement model, and finally, collecting and examining data. PLS-SEM, or what can be called PLS path modeling, is used to develop theory in exploratory research that focuses on explaining variance in the dependent variable when examining a model.

## 3. RESULTS AND DISCUSSIONS

The data for the research was gathered through self-reports, which brought up potential concerns regarding common method variance. To address this statistically, the study utilized Harman's single-factor test through an exploratory factor analysis (EFA) approach. Podsakoff, MacKenzie, Lee, & Podsakoff (2003) have indicated that the presence of common method bias is suggested when a solitary factor accounts for more than half of the variance across all variables. In this study, such a condition was not met, as no individual factor accounted for 50% or more of the variance. The observed variables mean, standard deviations, and correlations are presented in Table 2.

Table 2. Mean, standard deviation and correlations of variables

Variable	1	2	3	4
1. Perceived Authentic Leadership (AL)	1.000			
2. Employee Creativity (EC)	0.720**	1.000		
3. Organizational Identification (OI)	0.633	0.620**	1.000	
4. Work Engagement (WE)	0.760**	0.771**	0.632**	1.000
MEAN	4.033	4.245	4.041	4.217
Standard Deviation (SD)	0.869	0.721	0.879	0.754

Note(s):  $n = 243$ , Composite scores for each measure were calculated by averaging scores across the items representing that measure \*Correlations were found to be significant at the 0.05 level (two-tailed). \*\*Correlations were found to be significant at the 0.01 level (two-tailed). Correlations without an asterisk (\*) were not found to be significant

LISREL 8.8 was utilized for conducting a confirmatory factor analysis (CFA) to assess the validity and reliability of the constructs. The reliability of the measurement scales was determined by evaluating the composite reliability (CR), indicating that CR scores significantly exceeded the accepted minimum standard of 0.708 as suggested by Hair, Babin, Black, & Anderson (2019), confirming the scales' reliability. Moreover, the majority of the indicator items' outer loadings surpassed the recommended benchmark of 0.708, except for six indicators—BP1, EC2, EC6, EC8, O1, and O6—whose loadings were 0.674, 0.702, 0.623, 0.680, 0.611, and 0.664, respectively. Despite these figures being below 0.7, they were still considered satisfactory, given they were above the more general acceptability threshold of 0.5. The analysis maintained these indicators since the composite reliability (CR) for the overall construct remained above the 0.708 threshold.

In examining the proposed research framework, the study employed structural equation modeling (SEM) using LISREL 8.8. The evaluation of the structural model's fit produced the following indices: chi-square ( $\chi^2$ ) at 1,606.45; degrees of freedom (df) at 896, resulting in a chi-square/degrees of freedom ratio ( $\chi^2/df$ ) of 1.88; the goodness-of-fit index (GFI) stood at 0.77; the comparative fit index (CFI) was recorded at 0.98; and the root mean square error of approximation (RMSEA) was 0.06, as detailed in Table 3. These indices collectively indicated that the model fit satisfactorily with the data. The overall assessment

of the structural model's adequacy was conducted using the Goodness of Fit criterion, demonstrating that most measures aligned well with the model's good fit category. In line with Hair et al. (2018), it is acknowledged that not all fit measures are required to satisfy predefined thresholds. The application of four to five fit indices is deemed adequate for model evaluation, leading to the conclusion that the SEM model, as constructed in this study, is suitable for the observed sample data.

Table 3. CFA of the structural model

Model	$\chi^2$	<i>df</i>	$\chi^2/df$	<i>GFI</i>	<i>CFI</i>	<i>RMSEA</i>
<i>Structural Model</i>	1,606.45	895	1.88	0.77	0.98	0.06

A sample of 243 participants was analyzed to assess the direct and indirect effects using a bootstrap resample of 5,000. This robust sample size bolstered the reliability of the bias-corrected 95% confidence intervals for each path coefficient examined. The direct effects revealed several significant relationships: notably, Organizational Identification (OI) exhibited a substantial influence on Work Engagement (WE) with a coefficient of 0.252, which was statistically significant, as reflected by a t-value of 4.419 and a p-value of less than 0.001. The strength of this relationship was further corroborated by a 95% confidence interval that ranged from 0.136 to 0.360, not crossing zero. OI's impact on Employee Creativity (EC) was also significant, with a coefficient of 0.155, a t-value of 2.309, and a confidence interval of [0.020, 0.279], indicating significance at the  $p = 0.021$  level.

Perceived Authentic Leadership (AL), denoted as (P) AL in the model, showed the most substantial direct effect on WE, with a coefficient of 0.601 and an impressive t-value of 10.692, signaling a highly significant effect with a p-value of less than 0.001. The confidence interval for this effect was notably wide, ranging from 0.480 to 0.705. A similar significant effect was observed for (P) AL on EC, with a coefficient of 0.261 and a t-value of 3.289, which was significant at the  $p = 0.001$  level and a confidence interval of [0.113, 0.420]. The pathway from WE to EC also indicated a robust positive connection with a coefficient of 0.474, a t-value of 6.685, and a p-value of less than 0.001, supported by a 95% confidence interval between 0.322 and 0.600.

In terms of indirect effects, the influence of OI on EC via WE was significant, with a coefficient of 0.119, a t-value of 3.626, and a p-value of 0.000, further validated by a 95% confidence interval of [0.127, 0.337]. Moreover, the indirect effect from (P) AL to EC through WE was also significant, with a coefficient of 0.285, a t-value of 5.912, a p-value of 0.000, and a confidence interval ranging from 0.198 to 0.385, denoting a robust indirect relationship.

The levels of significance in the analysis were denoted by asterisks, with three asterisks indicating a p-value of less than 0.001, two asterisks indicating a p-value of less than 0.05, and no asterisks representing non-significance. The findings in Table 4 indicate that the model's direct and indirect pathways are statistically significant, offering considerable predictive power. None of the reported pathways' confidence intervals included the zero value, underscoring their statistical significance. This study presents an analysis of the proposed hypotheses.

Table 4. Hypothesis test results for direct and indirect effects

Path	Coeff	t-value	p-value	Sig	BC 95% CI
Direct effects					
OI -> WE	0.252	4.419	0.000	***	[0.136, 0.360]
OI -> EC	0.155	2.309	0.021	**	[0.020, 0.279]
(P) AL -> WE	0.601	10.692	0.000	***	[0.480, 0.705]
(P) AL -> EC	0.261	3.289	0.001	***	[0.113, 0.420]
WE -> EC	0.474	6.685	0.000	***	[0.322, 0.600]
Indirect effects					
OI -> WE -> EC	0.119	3.626	0.000	***	[0.127, 0.337]

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(P) AL -> WE -> EC	0.285	5.912	0.000	***	[0.198, 0.385]
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Note(s):  $n = 243$ . Number of bootstraps resample: 5,000, BC, Bias corrected; CI, Confidence Interval, Coeff, Coefficient, Sig, significance. *t-values*: \* $p < 0.10$  ( $t > 1.65$ ), \*\* $p < 0.05$  ( $t > 1.96$ ), \*\*\* $p < 0.01$  ( $t > 2.57$ ), ns = not significant

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This study explores the significant contribution of employee creativity (EC) to corporate growth and adaptability, a critical consideration amidst economic uncertainty and the challenges of the COVID-19 pandemic. Creativity in the workforce, particularly within startups, is crucial for navigating the digital transformation imperative of modern business landscapes. Millennials and Gen Z constitute a considerable portion of the workforce, and understanding how to leverage their unique generational traits is critical to enhancing creativity. The World Intellectual Property Organization's Global Innovation Index 2022, which ranked Indonesia 75th out of 132 countries with a score of 27.90, mirrors a global trend prioritizing creativity. The World Economic Forum (2023) forecasts an increased emphasis on creative thinking skills in the coming years. Deloitte's survey (2022) also highlighted growth opportunities and meaningful work as top factors in retaining Millennial and Gen Z employees, underlining creativity as an asset for competitive advantage.

In the competitive and rapidly evolving environment of startups, a critical challenge is effectively motivating and inspiring the creativity of millennial and Gen Z employees who seek meaningful work aligned with their values. These companies often face the dilemma of fostering environments conducive to innovation while managing limited resources and striking a balance between efficient structures and creative latitude. The current research underscores the significant influence of Perceived Authentic Leadership (AL) in boosting Employee Creativity (EC), particularly among these younger generations renowned for their innovative and open-minded work approaches (Hui et al., 2021; Sengupta et al., 2020). Leaders exemplifying AL through fairness and encouraging new ideas can profoundly impact millennial and Gen Z employees' Work Engagement (WE) and creative contributions. Furthermore, a robust Organizational Identification (OI) is closely linked with heightened WE and EC among staff. This study indicates that startups championing AL and nurturing strong OI are well-positioned to tap into the creative capacities of their workforce, especially as employees deepen their work engagement with their roles, thereby propelling innovation and success within the vibrant startup ecosystem.

In the dynamic environment of startups, a key challenge is fostering the creativity of millennial and Gen Z employees. These younger generations seek meaningful and value-aligned work, demanding innovative and flexible environments (Blank, 2013). This study emphasizes the significance of Perceived Authentic Leadership (AL) in enhancing Employee Creativity (EC), especially among these demographics known for their innovative work approaches. AL, characterized by self-awareness, honesty, and transparency, stands out as a critical factor for boosting EC in millennials and Gen Z within startups.

Leaders with high self-awareness create a work atmosphere that empowers and values younger employees, fostering an environment conducive to idea-sharing and innovation. For instance, in a tech e-commerce startup, the leadership's acknowledgment of the impact of their actions on others led to the successful implementation of innovative ideas proposed by Gen Z team members, enhancing overall team morale and creativity. This example highlights how leadership awareness and support can unlock the creative potential of millennials and Gen Z employees in startups.

Organizational Identification (OI) also plays a crucial role in driving EC, especially when millennials and Gen Z employees feel engaged in their work. This alignment with organizational values can lead to more innovative thinking and contributions to the startup's growth. In a transportation and logistics startup, for example, the strong identification of employees with the company's values, such as "Solve for the Greater Good," has led to active participation in innovative projects, reflecting the positive impact of OI on

EC. However, the study indicates the necessity for enhanced Work Engagement (WE) in conjunction with AL and OI. In startups, where rapid innovation is often required, increasing WE is vital for boosting the creativity of millennial and Gen Z employees. For example, in a startup setting, projects that allow for exploring new ideas and direct feedback from users have proven effective in increasing WE and, consequently, EC. At an e-commerce startup, a focus on dedication as an aspect of WE has positively influenced EC (Feng, Zhang, Liu, Zhang, & Han, 2018). Creating a supportive work environment, with opportunities for career development, brainstorming sessions, and team-building activities, has increased innovative output. Regular internal hackathons encourage employees to think outside the box and explore new ideas, resulting in the successful launch of innovative features and service improvements.

This research offers significant managerial implications for fostering employee creativity within startups, mainly focusing on the roles of perceived authentic leadership, organizational identification, and work engagement. Firstly, startup leaders must exhibit authentic leadership characterized by openness, honesty, and genuineness in communication and decision-making. Leaders should develop self-awareness, understanding their strengths and weaknesses and the impact of their actions on employees. Leadership training programs and personal coaching sessions are instrumental in this regard. Secondly, startup leaders must devise strategies to strengthen employees' identification with their organization. This involves initiatives that foster a sense of ownership and connection to the company's vision and mission. In startups, a solid and integrated organizational identification significantly impacts employee creativity. Cultivating pride and attachment to the organization motivates millennials and Gen Z employees to innovate and be creative. Lastly, leaders must create a work environment that supports work engagement in mediating the relationship between authentic leadership, organizational identification, and employee creativity. This includes providing opportunities for employees to participate in decision-making and offering engaging work challenges.

#### 4. CONCLUSION

The research concludes that perceived authentic leadership (AL), organizational identification (OI), and work engagement (WE) significantly influence employee creativity (EC) among millennial and Gen Z employees in startups in the Jabodetabek area. AL positively impacts EC, as leadership marked by self-awareness, relational transparency, internalized moral perspective, and balanced processing directly stimulates innovation and creative thinking, making it a critical factor for the professional growth of young employees in the innovative and dynamic startup work environment. OI also positively influences EC, playing a pivotal role by fostering a sense of ownership and strong engagement, essential for innovation and creative thinking in the challenging and dynamic startup setting. High WE among these younger generations in startups enhances their creativity, as motivation, dedication, and full engagement with work trigger innovative and creative responses to challenges and opportunities in their dynamic work environments. Furthermore, the study highlights the positive significant impact of AL and OI on WE among these employees. When millennial and Gen Z employees AL, characterized by self-awareness, integrity, transparency, and balanced information processing, they become more engaged, motivated, and committed to their work, leading to increased creativity. Similarly, a strong connection and sense of ownership towards their organization significantly enhance their dedication, enthusiasm, and active involvement in work, bolstering their creativity in the startup environment. Additionally, WE partially mediate the relationship between AL and OI with EC.

While providing insights into employee creativity (EC) in startups within the Jabodetabek region, this study has certain limitations. This research does not introduce

novel concepts but modifies existing studies tested in a culturally distinct setting of Indonesian startups. Also, the study's focus on companies under ten years old in Jabodetabek restricts its generalizability. This geographical and cultural specificity limits the study's applicability, suggesting broader research scopes encompassing diverse cultural backgrounds. Another significant limitation is the study's concentration on millennials and Gen Z employees. Each generation exhibits unique behaviors; hence, the results are not directly applicable to other generational groups like the boomers. This generational specificity highlights the need for research that includes diverse age groups

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