

## THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND PROACTIVE PERSONALITY ON EMPLOYEE CREATIVITY: THE MEDIATION ROLE OF MEANING OF WORK ON COSMETICS ENDORSED IN PASURUAN CITY

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### ABSTRACT

*The cosmetic industry is one of the industries that is growing rapidly in today's modern era and plays a major role as the main driver of the Indonesian economy. This phenomenon shows that cosmetic business actors are required to be more creative so as not to lose competition. Creative employees can be formed by providing good organizational support, besides that these employees must also be proactive in their work and have values in their work. This study aims to determine the variables that can affect the creativity of employees towards one of the local cosmetic distributor companies, for that researchers use Ratu Cosmetics employees in Pasuruan City as research objects. A total of 200 respondents were obtained using a non-probability approach with purposive sampling technique. The data was collected through a questionnaire and then analyzed using the Partial Least Square analysis tool and measured using a Likert scale. The variables used in this study were: perceived organizational support, proactive personality, meaning of work, and employee creativity. The results of this study found that perceived organizational support and proactive personality had a significant effect on the meaning of work and employee creativity. In addition, meaning of work was found to act as a partially mediation on the effect of perceived organizational support and proactive personality on employee creativity*

Keywords: perceived organizational support, proactive personality, meaning of work, employee creativity.

### INTRODUCTION

Human resources (HR) as the most important asset in an organization, because it is the source that controls the organization and maintains and develops the organization in the face of various changing times. In dealing with the changing times, what today's organizations demand is to optimize employee performance. There are several factors that must be considered in managing human resources, including perceived organizational support, employee creativity, proactive personality and meaning of work (Akgunduz, et al., 2018). In human resource management, the company also looks at the creativity of its employees from various aspects, one of which is the aspect of competitive advantage where in this aspect it allows employees to increase their ability to explore something useful in improving performance (Ibrahim, et al., 2016). An employee's creativity can refer to the production of new and useful ideas by an individual or a group of individuals working together (Bhatnagar & Aggarwal, 2020; Farooq, et al., 2020).

Akgunduz, et al. (2018) shows that an employee's creativity can be influenced by several factors. The first is perceived organizational support, where research has been shown to increase the meaning of work that occurs in an employee. The second is proactive personality, which in the research conducted has also been shown to increase the meaning of work. Next is the meaning of work factor, which in this study was proven to increase employee creativity, where employees have the ability to be able to create good meaning of work in their work and can use knowledge management processes effectively and increase their creativity (Akgunduz, et al., 2018).

Furthermore, in this study, it will refer to previous research which also shows the presence of mediators in the research. First, there is a meaning of work mediator that has been proven to mediate the relationship between perceived organizational support and employee creativity (Akgunduz, et al., 2018). In the research of Akgunduz, et al. (2018) also explained that there is a second role of mediator, namely meaning of work that can mediate the relationship between proactive personality and employee creativity. And the result of the last research is the application of meaning of work can partially mediate the effect of perceived organizational support on employee creativity. The application of meaning of work in an organization has also been shown to be able to fully mediate the influence of proactive personality on employee creativity (Akgunduz, et al., 2018).

Several studies have linked perceived organizational support with the meaning of work (Ibrahim, et al., 2016; Nicolas, et al., 2016; Akgunduz, et al., 2018; Bhatnagar & Aggarwal, 2020; Lan, et al., 2020; Lieando & Yanuar, 2020; Sihag, 2020) showed that the relationship between perceived organizational support and meaning of work was significant and positive. The research above strengthens the existence of the theory which states that the relationship between perceived organizational support and meaning of work is a unidirectional relationship, meaning that the better perceived organizational support received by employees, the better the meaning of work formed within the employee. A different opinion from (Maan, et al., 2020), states that there is no significant effect between perceived organizational support and meaning of work. This means that perceived good organizational support from the organization is not able to increase the meaning of work.

Several studies have also linked proactive personality with meaning of work (Hung, et al., 2015; Horng, et al., 2016; Akgunduz, et al., 2018; Vermooten, et al., 2019; Farooq, et al., 2020; Lan, et al., 2020; Peng, et al., 2020) show that the relationship between proactive personality and meaning of work is significant and positive. The research above strengthens the existence of a theory which states that the relationship between proactive personality and meaning of work is a unidirectional relationship, meaning that the better the proactive personality carried out by the employee, the better the meaning of work formed within the employee. A different opinion from (Al-Khemeiri, et al., 2020), states that there is no significant effect between proactive personality and meaning of work. This means that a good proactive personality from employees is not able to increase the meaning of work.

Perceived organizational support is a theory that explains employee perceptions related to the support provided by the organization to each of its employees and helps provide the needs needed by employees (Eisenberger, et al., 1986; Akgunduz, et al., 2018). Akgunduz, et al. (2018); Bhatnagar & Aggarwal (2020); Lieando & Yanuar (2020) stated that the perceived organizational support developed by Eisenberger refers to the view of social exchange theory and reciprocity norm, which in this context refers to the relationship that occurs between employees and the organization where they serve. Perceived organizational support given or felt by employees shows a level, that employees feel confident that the organization where they work appreciates a work contribution and cares about the welfare of each of its employees (Robbins & Judge, 2016).

This, if associated with research conducted by Eisenberger, et al., (1986) will affect the level of loyalty and effort of an employee. Because here, if employees feel that their work is given full support by the organization, they will be able to bring up the reciprocity norm attitude. Gouldner (1960) states that the reciprocity norm generated by employees is in the form of reward for good behavior because of the perceived perceived by employees. It can be said that, when an employee feels that he or she gets a perceived coming from the organization, it will create a positive perception and can be followed by training and development activities for an employee. The purpose of procuring these activities is to connect the feeling, so that the employee feels part of an organization and can make a better contribution and responsibility to the assigned tasks.

The Social Exchange Theory (SET) developed by Blau (1964) describes social change in society and human behavior. This theory explains the contribution of employees to the organization and their expectations as a result of the interactions they experience while in the organization. Blau (1964) with Social Exchange Theory (SET) explains that when someone does something good to another person, then he expects that kindness will be reciprocated in the future. Thus, employees exhibit positive behavior (Ibrahim, et al., 2016) and contribute to their organization (Eisenberger, et al., 1986) with the expectation that their help will be rewarded.

Crant (1996) defines proactive personality as an individual who can identify opportunities for problem solving and has the initiative to correct himself for errors or deficiencies that exist within him in order to adapt to the existing environment or create a new environment. According to Akgunduz, et al. (2018) employees who have this proactive personality can support innovation in the business environment and can play an active role in creating new conditions and can improve attitudes in encouraging, appreciating, and being able to give awards for the achievements of a business. Kandampully, et al. (2016); Chang & Teng (2017) as quoted in Akgunduz, et al. (2018) states that in promoting creativity, human resources can recruit prospective candidates who have the potential to have creative personalities or it can be said that they have a high creativity attitude. With this, it can be said that a job can be balanced when each employee can provide what is expected by the company and can show his dedication to a valuable and meaningful work (Steger, et al., 2012; Akgunduz, et al., 2018).

Proactive personality is the tendency of an individual to determine a behavior that can distinguish and implement change (Lan, et al., 2020). In proactive personality, an individual tends to be involved in all positive roles such as initiating change and being able to adapt to conditions in the surrounding environment (Akgunduz, et al., 2018). According to Crant (1996) changes that occur in the organization can be in the form of changes in promises to employees that aim to achieve goals that are in accordance with the vision and mission of the organization. In previous research, proactive personality is considered to be able to foster an attitude of morale that is useful for controlling and adjusting the environment so that the environment can provide new information and practices that can be useful for improving performance (Bateman & Crant, 1993).

Rosso, et al. (2010) define the meaning of work as a factor that can influence a perception of an individual's attitude towards his organization related to the act of giving meaning to his spiritual beliefs. These things can be considered as sources that can give potential meaning to an existing job. In previous research, meaning of work can be defined as an individual's understanding of something that exists in the workplace and contains values that act as a result of continuing sense-making (Farooq, et al., 2020). Many other studies have revealed that the meaning of work as general beliefs, values, and attitudes about work given to employees (Steger, et al., 2012; Horng, et al., 2016; Akgunduz, et al., 2018).

In essence, in defining the meaning of work there are various views. These views can be in the form of experiences that come from an individual that is subjective in nature and has its own impression for the individual (Rosso, et al., 2010). Lieando & Yanuar (2020) define the meaning of work as a balance that occurs between employees and employee expectations that can occur when these employees surrender themselves to high-value and high-meaning work (Steger, et al., 2012). Lieando & Yanuar (2020) explain that the experience possessed by an individual is a coherence and balance that is contained within each individual at work and can be found in a job. On the other hand, the meaning of work can also be studied in terms of spirituality, in which there is an influence that can express an idea that has meaning to make a good relationship (Ibrahim, et al., 2016).

Creativity is the ability of employees to create creative ideas (Yulianti, P. & Usman, I., 2019). Furthermore, Horng, et al. (2016) stated that creativity as a product of new solutions to solve a problem related to human activity. In connection with solving these problems, creativity is also associated with a divergent way of thinking of a human being, in which a human being can explore various alternative answers to an existing problem (Guilford, 1970). Meanwhile, according to Bhatnagar & Aggarwal (2020) the notion of creativity is the tendency or attitude that humans have in order to actualize or position themselves according to their abilities. Further research conducted by Horng, et al. (2016) can explain the definition of creativity as a characteristic possessed by individuals who have creative attitudes. Here creativity can give its own characteristics to an individual with other individuals. Creative individuals are characterized by having a lot of knowledge relevant to their field of science and being able to develop it well. This nature of creativity can also develop good creativity and can motivate a person to hone or find new experience opportunities (Bhatnagar & Aggarwal, 2020).

According to Steger, et al. (2012) the definition of creativity is the accumulation of skills and expertise in creative thinking possessed by each individual which is categorized based on formal education and work experience. In previous research conducted by Ibrahim, et al. (2016) stated that creativity has cash characteristics that can cover areas of interest and high energy levels in an organization. Beheshtifar & Zare (2013) determined that in assessing the understanding of an individual's creativity in an organization it must involve several processes such as: (a) the creative process, (b) the creative product, (c) the creative person, (d) the creative situation, and (e) the way in which each of these components interacts with the others. Understanding creativity in an employee is very important in the running of an organization. This is considered important because creative contributions can help

organizational performance to be more efficient and more responsive to existing opportunities. And this can also be a driving factor for organizations to be able to change, grow, and develop and compete in the global era (Beheshtifar & Zare, 2013).

Based on the description above, researchers are interested in conducting research using perceived organizational support, proactive personality, employee creativity, and meaning of work as research variables. The research was conducted at one of the companies engaged in the cosmetic sector in Pasuruan, namely Ratu Cosmetics because the human resource factor is the company's frontliner in carrying out all its business activities. Ratu Cosmetics as one of the largest and most comprehensive cosmetic companies in Pasuruan City, has made Ratu Cosmetics a pioneer in Pasuruan City with a total of sixty employees as of September 2021.

Starting from empirical studies which show that there are differences in research results between one study and another and this empirical research generally examines the direct relationship between perceived organizational support and proactive personality with meaning of work and meaning of work with employee creativity. Meanwhile, in this study, it is intended to fill the research gap so that it can complement previous research that links the influence of perceived organizational support, proactive personality, and meaning of work with employee creativity at Ratu Cosmetics in Pasuruan City.

Researchers see a phenomenon in this company environment where there are workers who have pride in their work and the company they work for, workers are willing to come early to the office and go home late to finish work. In addition, workers have good relationships with fellow co-workers, based on this relationship, workers are willing to help each other when their colleagues experience difficulties. The behaviors possessed by these workers show personality traits that are creative and have meaning of work as stated in the theory.

## LITERATURE REVIEW

### Perceived Organizational Support

Perceived organizational support is a theory that explains employee perceptions related to the support provided by the organization to each of its employees and helps provide the needs needed by employees (Eisenberger, et al., 1986; Akgunduz, et al., 2018). Akgunduz, et al. (2018); Bhatnagar & Aggarwal (2020); Lieando & Yanuar (2020) stated that the perceived organizational support developed by Eisenberger refers to the view of social exchange theory and reciprocity norm, which in this context refers to the relationship that occurs between employees and the organization where they serve. Perceived organizational support given or felt by employees shows a level, that employees feel confident that the organization where they work appreciates a work contribution and cares about the welfare of each of its employees (Robbins & Judge, 2016).

This, if associated with research conducted by Eisenberger, et al., (1986) will affect the level of loyalty and effort of an employee. Because here, if employees feel that their work is given full support by the organization, they will be able to bring up the reciprocity norm attitude. Gouldner (1960) states that the reciprocity norm generated by employees is in the form of reward for good behavior because of the perceived perceived by employees. It can be said that, when an employee feels that he or she gets a perceived coming from the organization, it will create a positive perception and can be followed by training and development activities for an employee. The purpose of procuring these activities is to connect the feeling, so that the employee feels part of an organization and can make a better contribution and responsibility to the assigned tasks.

The Social Exchange Theory (SET) developed by Blau (1964) describes social change in society and human behavior. This theory explains the contribution of employees to the organization and their expectations as a result of the interactions they experience while in the organization. Blau (1964) with Social Exchange Theory (SET) explains that when someone does something good to another person, then he expects that kindness will be reciprocated in the future. Thus, employees exhibit positive behavior (Ibrahim, et al., 2016) and contribute to their organization (Eisenberger, et al., 1986) with the expectation that their help will be rewarded.

This shows that if the organization satisfies the needs of employees, appreciates their contributions and pays attention to their interests, employees will experience job satisfaction, which in turn will benefit the organization and increase perceived organizational support. Here the influence of perceived organizational support will be able to increase job satisfaction and reduce turnover. Employees have a tendency to choose organizations that are considered to provide great benefits for themselves. When employees work, they will expect to get support in the form of benefits from the organization. Because here employees have a reference that the organization can meet socio-emotional needs in which there are components such as giving appreciation, caring, tangible benefits (Bhatnagar & Aggarwal, 2020).

### Proactive Personality

Crant (1996) defines proactive personality as an individual who can identify opportunities for problem solving and has the initiative to correct himself for errors or deficiencies that exist within him in order to adapt to the existing environment or create a new environment. According to Akgunduz, et al. (2018) employees who have this proactive personality can support innovation in the business environment and can play an active role in creating new conditions and can improve attitudes in encouraging, appreciating, and being able to give awards for the achievements of a business. Kandampully, et al. (2016); Chang & Teng (2017) as quoted in Akgunduz, et al. (2018) states that in promoting creativity, human resources can recruit prospective candidates who have the potential to have creative personalities or it can be said that they have a high creativity attitude. With this, it can be said that a job can be balanced when each employee can provide what is expected by the company and can show his dedication to a valuable and meaningful work (Steger, et al., 2012; Akgunduz, et al., 2018).

Proactive personality is the tendency of an individual to determine a behavior that can distinguish and implement change (Lan, et al., 2020). In proactive personality, an individual tends to be involved in all positive roles such as initiating change and being able to adapt to conditions in the surrounding environment (Akgunduz, et al., 2018). According to Crant (1996) changes that occur in the organization can be in the form of changes in promises to employees that aim to achieve goals that are in accordance with the vision and mission of the organization. In previous research, proactive personality is considered to be able to foster an attitude of morale that is useful for controlling and adjusting the environment so that the environment can provide new information and practices that can be useful for improving performance (Bateman & Crant, 1993). Vermooten, et al. (2019) explains that

employees who have a proactive personality can initiate changes in an organization by using a way that they think is easy to achieve the desired goals. Usually they will refer to the proactive action rules of employees, in which they will manipulate the existing rules within an organization that are useful for improving performance (Peng, et al., 2020). The manipulation of the rules carried out by employees is intended to be able to perfect the existing rules and be useful for getting something new.

### Meaning of Work

Rosso, et al. (2010) define the meaning of work as a factor that can influence a perception of an individual's attitude towards his organization related to the act of giving meaning to his spiritual beliefs. These things can be considered as sources that can give potential meaning to an existing job. In previous research, meaning of work can be defined as an individual's understanding of something that exists in the workplace and contains values that act as a result of continuing sense-making (Farooq, et al., 2020). Many other studies have revealed that the meaning of work as general beliefs, values, and attitudes about work given to employees (Steger, et al., 2012; Horng, et al., 2016; Akgunduz, et al., 2018).

In essence, in defining the meaning of work there are various views. These views can be in the form of experiences that come from an individual that is subjective in nature and has its own impression for the individual (Rosso, et al., 2010). Lieando & Yanuar (2020) define the meaning of work as a balance that occurs between employees and employee expectations that can occur when these employees surrender themselves to high-value and high-meaning work (Steger, et al., 2012). Lieando & Yanuar (2020) explain that the experience possessed by an individual is a coherence and balance that is contained within each individual at work and can be found in a job. On the other hand, the meaning of work can also be studied in terms of spirituality, in which there is an influence that can express an idea that has meaning to make a good relationship (Ibrahim, et al., 2016).

### Employee Creativity

Creativity is the ability of employees to create creative ideas (Yulianti, P. & Usman, I., 2019). Furthermore, Horng, et al. (2016) stated that creativity as a product of new solutions to solve a problem related to human activity. In connection with solving these problems, creativity is also associated with a divergent way of thinking of a human being, in which a human being can explore various alternative answers to an existing problem (Guilford, 1970). Meanwhile, according to Bhatnagar & Aggarwal (2020) the notion of creativity is the tendency or attitude that humans have in order to actualize or position themselves according to their abilities. Further research conducted by Horng, et al. (2016) can explain the definition of creativity as a characteristic possessed by individuals who have creative attitudes. Here creativity can give its own characteristics to an individual with other individuals. Creative individuals are characterized by having a lot of knowledge relevant to their field of science and being able to develop it well. This nature of creativity can also develop good creativity and can motivate a person to hone or find new experience opportunities (Bhatnagar & Aggarwal, 2020).

According to Steger, et al. (2012) the definition of creativity is the accumulation of skills and expertise in creative thinking possessed by each individual which is categorized based on formal education and work experience. In previous research conducted by Ibrahim, et al. (2016) stated that creativity has cash characteristics that can cover areas of interest and high energy levels in an organization. Beheshtifar & Zare (2013) determined that in assessing the understanding of an individual's creativity in an organization it must involve several processes such as; (a) the creative process, (b) the creative product, (c) the creative person, (d) the creative situation, and (e) the way in which each of these components interacts with the others. Understanding creativity in an employee is very important in the running of an organization. This is considered important because creative contributions can help organizational performance to be more efficient and more responsive to existing opportunities. And this can also be a driving factor for organizations to be able to change, grow, and develop and compete in the global era (Beheshtifar & Zare, 2013).

In the past, the variable of creativity was always synonymous with the field of the aesthetic industry which included filmmaking, painting, music, and poetry. Along with the times, creativity is considered an important factor in determining the survival and competitiveness of organizations (Steger, et al., 2012; Horng, et al., 2016). In implementing this, it takes the creativity of each individual in producing new ideas that are useful for the surrounding community. At the stage of forming a creativity, many researchers emphasize understanding the formation of the creative process in each individual so that they can explore the talents and interests that exist within them (Ibrahim, et al., 2016; Akgunduz, et al., 2018). When an individual is involved in the exploration of talents and interests, there is an indirect involvement of creative processes that are relevant to creativity, such as (1) problem identification, (2) information search and encoding, and (3) alternative ideas and generation (Beheshtifar & Zare, 2013; Bhatnagar & Aggarwal, 2020).

### METHOD

This explanatory research was intended to provide empirical evidence of the relationship between perceived organizational support and proactive personality on employee creativity: the mediating role of meaning of work. Based on the data, this study is categorized as quantitative research. The population in this study were employees of Ratu Cosmetics Pasuran City. The sample studied amounted to 200 respondents. The sampling technique is census technique or saturated sample. This study uses primary data. Primary data were obtained from questionnaires given to respondents. The questionnaire consists of questions related to research variables; perceived organizational support, proactive personality, employee creativity, and meaning of work. The influence between variables was analyzed using PLS (Partial Least Square) analysis processed on the SmartPLS 3.0 program. The analytical approach consists of several stages; designing the outer model, designing the inner model, and constructing the path diagram (Sekaran dan Bougie, 2016). The results of the analysis are significant if the probability score is smaller than 0.05. Finally, the Sobel test was conducted to determine the significance of the mediation variable.

**RESULT**

**Outer Model**

The purpose of testing the outer model is to ensure that the items of measurement are valid and reliable. This test includes convergent validity and construct reliability tests.

a. Convergence Validity

A convergent validity test was conducted to determine the validity of the relationship between the questionnaire items and latent variables. An item is valid if the coefficient level of the outer loading (loading factor) is more than 0.5.

**Table 1.** The result of the convergence validity test

Variable	Indicator	Loading factor	Interpretation
Perceived Organizational Support (POS)	X1.1	0.738	Valid
	X1.2	0.674	Valid
	X1.3	0.709	Valid
	X1.4	0.714	Valid
	X1.5	0.674	Valid
	X1.6	0.758	Valid
	X1.7	0.818	Valid
	X1.8	0.726	Valid
Proactive Personality (PP)	X2.1	0.678	Valid
	X2.2	0.583	Valid
	X2.3	0.802	Valid
	X2.4	0.638	Valid
Employee Creativity (EC)	Y1.1	0.866	Valid
	Y1.2	0.822	Valid
	Y1.3	0.822	Valid
Meaning of Work (MoW)	Z1.1	0.547	Valid
	Z1.2	0.752	Valid
	Z1.3	0.736	Valid
	Z1.4	0.814	Valid
	Z1.5	0.687	Valid
	Z1.6	0.748	Valid

In general, indicators of all variables; POS, PP, EC, and MoW have a loading factor greater than 0.5, thus items used in the questionnaire are valid.

b. Construct Reliability

Composite reliability is an indicator to measure a construct based on the coefficient of view latent variable. Composite reliability is evaluated by checking the internal consistency and Cronbach's alpha. A variable is reliable if *Cronbach's alpha* is equal to or greater than 0.70.

**Table 2.** The result of the construct reliability test

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
POS	0.873	0.900	0.529
PP	0.713	0.772	0.563
EC	0.787	0.875	0.700
MoW	0.812	0.864	0.517

Table 2 shows that the scores of Cronbach's alpha of all variables are more than 0.7, with an AVE value greater than 0.5. Therefore, the instruments of perceived organizational support, proactive personality, employee creativity, and meaning of work have met the requirements of construct reliability.

**Inner Model**

The inner model describes the relationship between latent variables based on substantive theory. Evaluation is done by looking at the R<sup>2</sup> value for the dependent construct, Stone-Geisser Q-square for the predictive relevance, t-test, and the significance of the path coefficients. Inner model is described as follows:

**Table 3.** Coefficient of determination

Independent Variables	Dependent Variables	R <sup>2</sup>
POS, PP, and MoW	EC	0.509
POS and PP	MoW	0.344

The coefficient of determination on the influence between POS and PP on MoW is 0.344. This means that 34.4% of the MoW is constructed by POS and PP. Furthermore, the coefficient of determination on the effect of POS, PP, and MoW on EC is 0.509. Therefore, POS, PP, and MoW affect EC of the employees of Ratu Cosmetics Pasuran City by 50.9%.

### Hypothesis Test and Model Construction

The exogenous variables consist of POS and PP, while the endogenous variables are EC and MoW. A model is good if the hypothetical model is in line with the result of data analysis. Hypothesis testing is based on a significance level of 0.05 (or a  $t_{table}$  value of 1.645).

**Table 4.** The results of hypothesis testing

No	Effect	Path Coeff.	$t_{statistics}$	$p$ -value	Interpretation
1.	POS -> MoW	0.285	2.03	0.043	Significant
2.	PP -> MoW	0.371	2.46	0.014	Significant
3.	POS -> EC	0.359	3.54	0.000	Significant
4.	PP -> EC	0.400	3.98	0.000	Significant
5.	MoW -> EC	0.056	5.48	0.000	Significant
6.	POS -> MoW -> EC	0.016	5.46	0.000	Significant
7.	PP -> MoW -> EC	0.021	3.40	0.000	Significant

Generally, it is noticeable that the effect of all variables has a  $t_{statistics}$  greater than  $t_{table}$  (1.645), with a significance value ( $p$ -value) smaller than 0.05. Therefore, the effect of the exogenous variables toward endogenous is significant. This will be discussed further in the next section. Based on these results, the research model is constructed as follows:

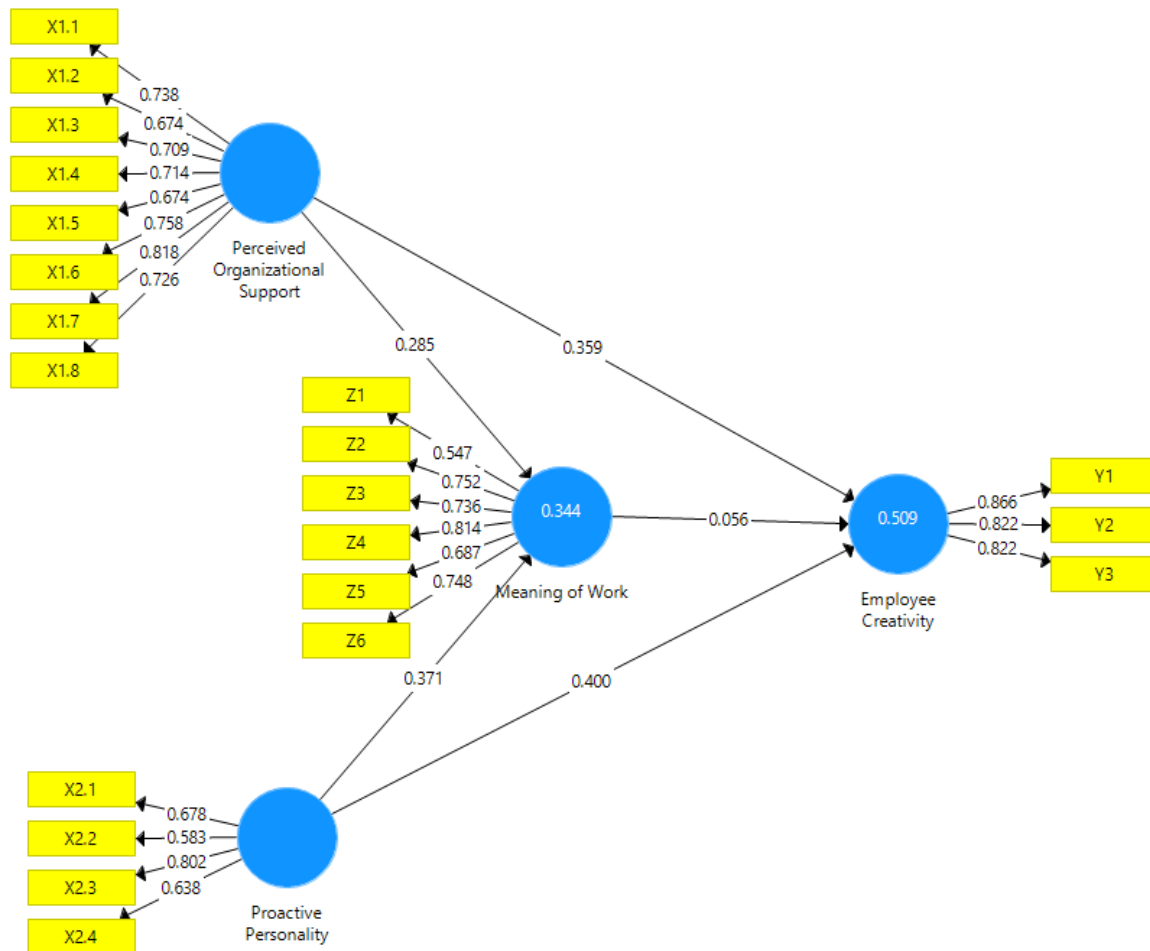


Figure 1. Path Diagram

## DISCUSSION

### Effect of POS on MoW

The results of this study found that perceived organizational support or the perception received by employees of the support provided by Ratu Cosmetics Pasuruan City was able to directly affect the meaning of work owned by Ratu Cosmetics employees and Pasuruan City employees. The results of this study are in line with previous research conducted by Akgunduz, et al. (2018), Bhatnagar & Aggarwal (2020), Lan, et al. (2020), Lieando & Yanuar (2020), and Sihag (2020) which state that strong and positive perceived organizational support will provide value and create meaning of work for good employees. The results of these studies have consistent results even though they are carried out on different objects. Based on the results of the analysis, it shows that the coefficient of the relationship between perceived organizational support and meaning of work is 0.285, with a significance level of 0.043. These results indicate that there is a direct effect of perceived organizational support on the meaning of work.

Perceived organizational support that is able to provide positive experiences for employees and employees will have an impact on the growth of meaning of work in employees and employees. Meaning of work is a positive reaction based on a set of interactions gained through experience. Thus, it can be concluded that the more positive the reactions of employees and female employees received from Ratu Cosmetics, Pasuruan City, the employees are deemed to be able to meet the expectations of the organization, resulting in good performance. In other words, organizational support received by employees and female employees will foster a good perception which will provide a positive meaning of work as well as what is expected by each employee of Ratu Cosmetics Pasuruan City.

### Effect of PP on MoW

The results of this study found that the proactive personality or proactive character possessed by employees in their work is able to directly affect the meaning of work owned by Ratu Cosmetics employees, Pasuruan City. The results of this study are in line with previous research conducted by Akgunduz, et al. (2018), Vermooten, et al. (2019), Farooq, et al. (2020), Lan, et al. (2020), and Peng, et al. (2020) which states that a strong and positive proactive personality will provide value and create meaning of work for good employees. The results of these studies have consistent results even though they are carried out on different objects. Based on the results of the analysis, the coefficient of the relationship between proactive personality and meaning of work is 0.371, with a significance level of 0.014. These results indicate that there is a direct influence of proactive personality on the meaning of work.

Individuals with a high proactive personality are people who imply a willingness to be involved and take the initiative to contribute to various activities and situations. The higher the individual's proactive personality, the higher his tendency to show initiative in his work. Individuals with a high proactive personality are able to set challenges for themselves and actively seek to keep them engaged with their work (Vermooten, et al., 2019). This situation will make employees feel more motivated to involve themselves in work activities. Employees with a high proactive personality try to shape and influence their work environment into a conducive situation and support their work. The ability of employees with proactive personalities to adjust and influence the work environment will make employees more satisfied with their work. Employee satisfaction with work will make employees more meaningful in their work so they are willing to devote all their abilities to work.

Proactive personality that is able to provide positive values from within employees and employees will have an impact on the growth of meaning of work in employees and employees. Meaning of work is a positive reaction based on a set of interactions gained through experience. Thus, it can be concluded that the more positive the reactions of employees and female employees received from Ratu Cosmetics, Pasuruan City, the employees are deemed to be able to meet the expectations of the organization, resulting in good performance. In other words, employees with high proactive personality will grow good values which will give positive meaning of work as expected by each employee and employee of Ratu Cosmetics Pasuruan City.

#### **Effect of POS on EC**

The results of this study found that perceived organizational support or the perception received by employees of the support provided by Ratu Cosmetics Pasuruan City was able to directly affect employee creativity owned by Ratu Cosmetics employees and Pasuruan City employees. The results of this study are in line with previous research conducted by Ibrahim, et al. (2016), Lieando & Yanuar (2020), Maan, et al. (2020), and Sihag (2020) which state that a strong and positive perceived organizational support will shape and develop the creative character of employees well. The results of these studies have consistent results even though they are carried out on different objects. Based on the results of the analysis, the correlation coefficient between perceived organizational support and employee creativity is 0.359, with a significance level of 0.000. These results indicate that there is a direct effect of perceived organizational support on employee creativity.

Perceived organizational support that is able to provide positive experiences for employees and employees will have an impact on the growth of employee creativity in employees and employees. Employee creativity is a positive reaction based on a set of interactions gained through experience. Thus, it can be concluded that the more positive the reactions of employees and female employees received from Ratu Cosmetics, Pasuruan City, the employees are deemed to be able to meet the expectations of the organization, resulting in good performance. In other words, organizational support received by employees and female employees will foster a good perception which will provide positive employee creativity as well as what is expected by each employee of Ratu Cosmetics Pasuruan City.

#### **Effect of PP on EC**

The results of this study found that the proactive personality or proactive character possessed by employees in their work is able to directly affect the employee creativity of Ratu Cosmetics employees, Pasuruan City. The results of this study are in line with previous research conducted by Hung, et al. (2015), Vermooten, et al. (2019), Al-Khemeiri, et al. (2020), and Farooq, et al. (2020) which states that a strong and positive proactive personality will shape and develop the creative character of employees well. The results of these studies have consistent results even though they are carried out on different objects. Based on the results of the analysis, the coefficient of the relationship between proactive personality and employee creativity is 0.400, with a significance level of 0.000. These results indicate that there is a direct influence of proactive personality on employee creativity.

Individuals with a high proactive personality are people who imply a willingness to be involved and take the initiative to contribute to various activities and situations. The higher the individual's proactive personality, the higher his tendency to show initiative in his work. Individuals with a high proactive personality are able to set challenges for themselves and actively seek to keep them engaged with their work (Vermooten, et al., 2019). This situation will make employees feel more motivated to involve themselves in work activities. Employees with a high proactive personality try to shape and influence their work environment into a conducive situation and support their work. The ability of employees with proactive personalities to adjust and influence the work environment will make employees more satisfied with their work. Employee satisfaction with work will make employees more meaningful in their work so they are willing to devote all their abilities to work.

Proactive personality that is able to provide positive values from within employees and employees will have an impact on the growth of employee creativity in employees and employees. Employee creativity is a positive reaction based on a set of interactions gained through experience. Thus, it can be concluded that the more positive the reactions of employees and female employees received from Ratu Cosmetics, Pasuruan City, the employees are deemed to be able to meet the expectations of the organization, resulting in good performance. In other words, employees with a high proactive personality will foster good values which will provide positive employee creativity as expected by each employee of Ratu Cosmetics Pasuruan City.

#### **Effect of MoW on EC**

The results of this study found that the meaning of work or values that grew within employees in their work were able to directly affect employee creativity owned by Ratu Cosmetics employees, Pasuruan City. The results of this study are in line with previous research conducted by Steger, et al. (2012), Akgunduz, et al. (2018), Bhatnagar & Aggarwal (2020), Farooq, et al. (2020), and Lieando & Yanuar (2020) which state that a strong and positive meaning of work will provide value and create employee creativity from employees. The results of these studies have consistent results even though they are carried out on different objects. Based on the results of the analysis, the coefficient of the relationship between meaning of work and employee creativity is 0.056, with a significance level of 0.000. These results indicate that there is a direct effect of meaning of work on employee creativity.

According to Lieando & Yanuar (2020), employees can work more efficiently and creatively if they feel a good mood so that productivity will increase. This shows that a good meaning of work can increase employee creativity. If an organization can create good job meanings, they can not only reduce the number of employee turnovers but they can also increase employee satisfaction and creativity. Employees who have a good meaning of work are employees who work with motivation to contribute



to various activities and situations. The stronger the meaning of work held by an employee, the more contributions are given in his work so that it raises creativity due to the employee's activeness at work which makes his brain always used in thinking which means employees who already understand well the meaning of the work they are doing, do, they can show increased creativity and can also create new ideas to solve problems facing the organization.

Employees who experience and have meaning of work show more creative behavior. This proves that if the work environment, values in work, beliefs and behavior of employees are appropriate, then employees will have creative behavior to improve their performance in the organization and contribute more to the productivity of the organization. Employees are more likely to show creative behavior if they perform tasks that are in accordance with the meaning of work they have.

Meaning of work that is able to provide positive values from within employees and employees will have an impact on the growth of employee creativity in employees and employees. Meaning of work is a positive reaction based on a set of interactions gained through experience. Thus, it can be concluded that the more positive the reactions of employees and female employees received from Ratu Cosmetics, Pasuruan City, the employees are deemed to be able to meet the expectations of the organization, resulting in good performance. In other words, employees with a strong meaning of work will create new ideas as a sign of positive employee creativity among the employees of Ratu Cosmetics, Pasuruan City.

#### **Effect of POS on EC through MoW**

The indirect effect of perceived organizational support on employee creativity through meaning of work can be seen from the results of the analysis using the Sobel method, where the results obtained from the calculation of the Sobel formula of 5.46 between perceived organizational support and employee creativity through meaning of work so that the perceived variable organizational support has a significant effect on employee creativity through the meaning of work. This shows that the variable meaning of work is able to mediate well and there is a significant relationship between perceived organizational support and employee creativity. The existing relationship is a positive relationship, where if the perceived organizational support received by Ratu Cosmetics Pasuruan employees is getting better, then the meaning of work owned by Ratu Cosmetics Pasuruan employees is getting stronger, and this triggers employee creativity from Ratu Cosmetics Pasuruan City employees are growing and developing better and better. The perceived organizational support received by Ratu Cosmetics employees in Pasuruan City is getting better, so the meaning of work is getting stronger and with stronger values, employee creativity will be formed. From the results of questionnaires filled out by Ratu Cosmetics Pasuruan City employees, most of them agreed that the perceived organizational support provided by Ratu Cosmetics Pasuruan City was quite good and they also felt helped and comfortable in their work. There were only a few respondents who disagreed and that did not really affect the results that came out. However, the calculation shows that the direct effect is greater than the indirect effect through the intervening variable.

The results in this study are in accordance with previous research conducted by Ibrahim, et al. (2016), Akgunduz, et al. (2018), and Lieando & Yanuar (2020) where it is concluded that perceived organizational support affects meaning of work and meaning of work affects employee creativity. Furthermore, perceived organizational support affects employee creativity through the meaning of work. Meaning of work acts as a partial mediation for the relationship between perceived organizational support and employee creativity because each variable has a significant effect with or without a mediating effect. Ratu Cosmetics Pasuruan employees have a strong meaning of work because they feel the organizational support provided by Ratu Cosmetics Pasuruan City, which creates a positive perception. The meaning of work then becomes a strong aspect in developing employee creativity from the employees of Ratu Cosmetics Pasuruan City.

#### **Effect of PP on EC through MoW**

The indirect effect of the proactive personality variable on employee creativity through meaning of work can be seen from the results of the analysis using the Sobel method, where the results obtained from the calculation of the Sobel formula of 3.40 between proactive personality and employee creativity through meaning of work so that the proactive personality variable has significant influence on employee creativity through the meaning of work. This shows that the variable meaning of work is able to mediate well and significantly the relationship between proactive personality and employee creativity. The existing relationship is a positive relationship, where if the proactive personality possessed by Ratu Cosmetics Pasuruan employees is getting better, then the meaning of work owned by Ratu Cosmetics Pasuruan employees is getting stronger, and this triggers employee creativity from employees. and the Ratu Cosmetics employees of Pasuruan City are growing and developing better and better. The proactive personality possessed by Ratu Cosmetics employees in Pasuruan City is getting better, so the meaning of work is getting stronger and with stronger values, employee creativity will be formed. From the results of the questionnaires filled in by Ratu Cosmetics Pasuruan employees, most of them agreed that the proactive personality of Ratu Cosmetics Pasuruan employees was good and they felt that this proactive character made them work more enthusiastically and motivated in their work. work. There were only a few respondents who disagreed and that did not really affect the results that came out. However, the calculation shows that the direct effect is greater than the indirect effect through the intervening variable.

The results in this study are in accordance with previous research conducted by Akgunduz, et al. (2018) and Farooq, et al. (2020) where it was concluded that proactive personality affects meaning of work and meaning of work affects employee creativity. Furthermore, proactive personality affects employee creativity through the meaning of work. Meaning of work acts as a partial mediation in the relationship between proactive personality and employee creativity because each variable has a significant effect with or without a mediating effect. Ratu Cosmetics Pasuruan employees and employees have a strong meaning of work because each of Ratu Cosmetics Pasuruan employees has a good proactive personality that creates positive values. The meaning of work then becomes a strong aspect in developing employee creativity from the employees of Ratu Cosmetics Pasuruan City.

## CONCLUSION

Perceived organizational support both felt by the employees of Ratu Cosmetics Pasuruan City is able to shape the meaning of work of these employees and employees. This can happen when the employees and employees of Ratu Cosmetics City of Pasuruan have a good experience when Ratu Cosmetics of Pasuruan City has provided support to its employees and employees, so that Ratu Cosmetics employees of Pasuruan City have meaning of work. The proactive personality owned by Ratu Cosmetics Pasuruan employees is able to shape the meaning of work of these employees and employees. When Ratu Cosmetics Pasuruan employees have a proactive character at work, the meaning of work for Ratu Cosmetics Pasuruan employees is formed.

Perceived organizational support, both felt by the employees of Ratu Cosmetics, Pasuruan City, is able to shape employee creativity. This can happen when Ratu Cosmetics Pasuruan City employees have a good experience when Ratu Cosmetics Pasuruan City has provided support to its employees and employees, so that Ratu Cosmetics Pasuruan employees have employee creativity. The proactive personality possessed by Ratu Cosmetics employees in Pasuruan City is able to shape the employee creativity of these employees. When Ratu Cosmetics Pasuruan City employees have a proactive character at work, the employee creativity of Ratu Cosmetics Pasuruan City employees is formed. The meaning of work owned by Ratu Cosmetics employees and employees of Pasuruan City is able to shape the employee creativity of these employees. From the values in work that are owned by Ratu Cosmetics employees, Pasuruan City, a creative character is formed from these employees and employees.

Meaning of work is able to mediate and is more dominant in encouraging and increasing the influence of the relationship between the dependent and independent variables when mediating the relationship between perceived organizational support and employee creativity. Ratu Cosmetics Pasuruan employees have values in working well while working at Ratu Cosmetics Pasuruan City because they gain experience on positive organizational support that they feel is appropriate to meet their expectations and needs. The values in good work then become a strong aspect in shaping the creativity of Ratu Cosmetics Pasuruan employees and employees. Meaning of work is able to mediate the relationship between proactive personality and employee creativity. Ratu Cosmetics Pasuruan employees have values in working well while working at Ratu Cosmetics Pasuruan City because of the proactive character of each employee and female employee. The values in good work then become a strong aspect in shaping the creativity of Ratu Cosmetics Pasuruan employees and employees.

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