

THE INFLUENCE OF ORGANIZATIONAL SUPPORT AND PROACTIVE PERSONALITY ON EMPLOYEE CREATIVITY: THE ROLE OF WORK MEANING AND DEVOLVED MANAGEMENT

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Abstract: The several factor that have a very large role is Human Resources (HR). The HR element in an organization is considered very important and related to service quality, customer satisfaction and loyalty, competitive advantage, and organizational performance. This research aims to ensure that the activities of the organization carried out can achieve the goals of the organization or company so that the organization can develop in accordance with its goals. To be able to achieve organizational goals, of course, involves many factors related to each other. The research method used is quantitative research. The population in this study was 120 employees of CV Ziyad Visi Media. This study used *nonprobability* sampling with a saturated sampling technique. The results of this study can find the negative and significant moderation effect of devolved management on the influence of organizational support on employee creativity, meaning that when there is high organizational support, creativity will be high and this can be produced also through low devolved management. The conclusions of the entire hypothesis proposed in this study are all proven. So there are several implications of theoretical and practical studies in increasing the influence of organizational support and proactive personality on employee creativity: the role of work meaning and devolved management. The implication of studies on theory is that the results of this study can provide a different testing model.

Keywords: Organization; Proactive; Employee Creativity; Devolved Management.

INTRODUCTION

In practice, the activity of business activities requires careful management so that it will be able to provide benefits for their owner. The management aims to ensure that the activities of the organization carried out can achieve the goals of the organization or company so that the organization can develop in accordance with its goals. To be able to achieve organizational goals, of course, involves many factors related to each other. Of these factors, the one that has a very large role is Human Resources (HR). The HR element in an organization is considered very important and related to service quality, customer satisfaction and loyalty, competitive advantage, and organizational performance. This belief is supported by many theories, models, and empirical studies that emphasize the important role of human resources for this organization (Berhil et al., 2020).

HR is a valuable resource, asset, and capability, rare, non-replaceable, or not perfectly replicable so it can be an important source for sustainable competitive advantage and be able to distinguish the quality of one organization from other organizations (Jang, 2017). Therefore, it is important for an organization to be able to manage creative and quality human resources.

Employee creativity becomes an important element in the organization. Employee creativity is one of the determining factors for the success of an organization (Chang & Teng, 2017; Kandampully et al., 2016). The creative attitude of employees will be able to

produce products that match market preferences with better quality standards compared to their competitors. It is not enough for organizations to have a comparative advantage, the most important thing is to have a sustainable comparative advantage resulting from creative human resources.

One of the important elements in the organization is the creativity of employees. Creative employees will provide new ideas that can provide solutions to support the development of the organization (Gorondutse & John, 2018). Through creativity, employees will be able to find various solutions to a problem or develop new ways to provide better work results. If employees are able to display creativity within the scope of their work, then this condition will encourage them to increase their intrinsic motivation and psychological well-being they have (Archianti, 2017; Akgunduz et al., 2018). A creative employee considers the work he has meaningful and aims to deepen the individual's understanding of oneself and the environment.

The meaningfulness of work in employees has an important role in increasing the creativity of performance in employees. Currently, companies are facing constant innovation challenges to survive in an increasingly competitive and fast-changing business environment (Steger et al., 2012). Interpreting duties and roles as an employee can increase an individual's desire to be able to do their work optimally. For companies, employees who interpret work will improve the performance of the company and individuals can develop their potential (Rozarie, 2017).

Work meaningfulness will emerge when employees have an understanding of their abilities, what to expect, and how they achieve success in their work environment (Steger et al., 2012). When the individual performs work in accordance with his role, then he will contribute more to the company. Meaningful work can make employees more engaged and committed to the company (Geldenhuis et al., 2014). The impact for employees who have meaningfulness in work is the emergence of a willingness to spend more time on work so that they will get satisfaction and enjoy activities in their work. The competence, commitment, and contribution of employees to the company make the company able to formulate strategies and innovations so that it is able to adapt to the times.

Companies that are able to survive and continue to grow are those that are able to adapt to the time-biding (Kraus et al., 2018). Companies need the creative thinking ability of their employees to produce innovations in order to adapt. This can be achieved if employees have meaningful work in the workplace or companying (Geldenhuis et al., 2014).

In addition to the meaningfulness of work, employee creativity is also influenced by internal factors, namely proactive personality. Proactive behavior is actions that are carried out before problems arise or take various actions to anticipate changes in the future (Crant, 2000). Individuals who proactively change their environment through the process of being actively involved in demonstrating initiative, identifying opportunities, and acting to take advantage of those

opportunities, as well as being relatively unforced to situations (Pons et al., 2016). Proactive personalities are defined as those who identify and use opportunities and take the initiative until meaningful change is achieved (Crant, 2000). They are also referred to as someone who uses initiative to improve existing conditions or create new conditions (Crant, 2000).

Previously, the research of Kim et al., (2010) supported the idea that proactive personality positively affects employee creativity. This happens because individuals who have a high proactive personalities tend to have high motivation in taking the initiative and responding to the situation that occurs around them. Proactive individuals also often bring in new ideas and will be more motivated if the ideas they provide can be applied to the surrounding environment.

Another factor that plays a role in employee creativity is organizational support. Full support from the organization or company can increase the ability of employees to explore and exploit resources which then these capabilities will increase employee creativity in innovating (Chiang & Hsieh, 2012). The elements that affect employee creativity are the support of the organization in which they work, positive support from the leadership, and the entire employee. This element will create a conducive work situation so that employee creativity will be better. When employees feel that the company supports their psychological needs, employees will have a higher sense of responsibility towards the company so the impact is that employees will be more creative in completing work (Jeung et al., 2016).

The influence of organizational support on employee creativity will be stronger with the role of devolved management. Devolved management is an approach that involves giving more power and autonomy to employees, leveling organizational structures, and encouraging communication (Tang et al., 2017), all of which have an important effect on creativity. In a devolved management system, employees are more flexible in determining their own work. As a result, they are more likely to feel free from external controls or restrictions and believe that managers have confidence in their decision-making abilities (Haar & Spell, 2009).

Employees who feel this flexibility will think that they get high-level organizational support so that they are willing to maximize their work, think freely, take risks and solve problems, and consequently generate more creative ideas (Wang & Cheng, 2009). Therefore, devolved management strengthens the relationship between organizational support and employee creativity. Devolved management requires granting more power and autonomy to employees (Tang et al., 2017). Employees who work in organizations that implement devolved management can experience a high degree of autonomy (Tang et al., 2015), which inspires their creative behavior (Zhang & Bartol, 2010).

Of the various organizations or companies, one that requires an aspect of creativity is a book publishing company. The book publishing business can also be competitive in the international economic arena if managed properly. This can

certainly encourage and support the creative economy in the current era. The creative industry is the first economic concept that contains how imagination and creativity determine what people want to do and produce or a new economic paradigm that relies on ideas, ideas, or creativity with the main source of human beings as the main production factor of economic activity.

Scholars such as Sharon Zukin and Allen Scott have emphasized the existence of organizations that belong to the creative industry, including advertising, architecture, arts and antiques, crafts, fashion design and design, video, film, music, photography, visual arts, performance, publishing, computer games, software, and electronic publishing; radio and TV (Kloosterman, 2004; Pratt, 1997).

As part of the creative industry, the work of publishing books rests largely on creativity as it publishes a new book every month. Scriptwriting requires the creativity of the writer or author. In addition, script packaging also requires the creativity of editors, content designers (layouts and illustrators), and cover designers.

Book publishing industry players must have a proactive mind to be able to further explore their ideas. Therefore, it is a consideration for business owners to fully delegate the activities carried out in the hope that employees are more flexible in determining their own work targets so that they can interpret work well and feel that the company provides maximum support.

One of the emerging book publishing companies is CV Ziyad Visi Media. The company has been in the book publishing industry since 2005 and in carrying out its

organizational activities always prioritizes creativity. This is evident from the products that have been published. The number of best-seller products reached 457 book titles. However, the problem that occurs is the demands of technological developments and the increasing market competition.

The same is the case with competition between publishers, especially the segmentation of children's books. Publishers are competing to take advantage of technological developments to produce creative products. Nowadays, book publishers who cannot keep up with technological advances, will experience setbacks and will not be able to compete. On the contrary, publishers who can keep up with technological advances and the times will be able to survive and even still be able to develop. This is what makes the company demand that CV Ziyad Visi Media employees can continue to increase their creativity.

Employee creativity has been considered an important factor for improving the performance and success of

an organization. Publishing companies rely heavily on innovative products, both in terms of theme, content, and packaging. Examples of such innovative products are, for example, combining children's books with various features; lift the flap, magnetic book, pull-push book, puzzle book, and QR Code technology. In addition, book publishing companies must also continue to innovate in their product marketing systems. If in the past the sales of its products relied on bookstore networks, then now it relies more on reseller networks and through e-commerce platforms, such as shopee, tokopedia, blibli, tiktok, and so on. Creative and innovative ideas are needed to continuously improve the service process and service quality.

Based on the description above, creativity is very important and needed by book publishers as well as CV Ziyad Visi Media. Therefore, more in-depth research is needed on "The Influence of Organizational Support and Proactive Personality on Employee Creativity: The Role of Work Meaning and Devolved Management".

MATERIALS AND METHODS

This research was conducted on employees who work at CV Ziyad Visi Media which is located at Jalan Banyuanyar Selatan No. 4, RT. 02/ 012, Banyuanyar, Banjarsari District, Surakarta City. The research approach used is quantitative research. The population in this study was 120 employees of CV Ziyad Visi Media. This study used nonprobability sampling with

saturated sampling technique. The saturated sampling technique is a census, in which all members of the population are sampled (Hair et al., 2019). Data analysis used Partial Least Squares-Structural Equation Modeling (PLS-SEM) to test the research model. following the two-stage analysis procedure suggested by Hair et al., (2019), in which the measurement model is evaluated before the structural model.

RESULTS AND DISCUSSION**Measurement Model Analysis**

The evaluation of the measurement model is tested with several indicators

including: Convergent Validity, Discriminant Validity, and Reliability. The measurement model is calculated using the PLS Algorithm as follows.

1. Convergent Validity**Table 1. Convergent Validity Test Results**

Variable	Indicator	Loading Factor	Information
Devolved Management	DM1	0.970	Valid
	DM2	0.933	Valid
	DM3	0.957	Valid
Organizational Support	DO1	0.887	Valid
	DO2	0.923	Valid
	DO3	0.927	Valid
	DO4	0.889	Valid
	DO5	0.894	Valid
	DO6	0.880	Valid
	DO7	0.944	Valid
	DO8	0.896	Valid
Proactive Personality	KP1	0.930	Valid
	KP2	0.903	Valid
	KP3	0.931	Valid
	KP4	0.918	Valid
	KP5	0.928	Valid
	KP6	0.883	Valid
	KP7	0.904	Valid
	KP8	0.913	Valid
	KP9	0.933	Valid
	KP10	0.904	Valid
Employee Creativity	KY1	0.925	Valid
	KY2	0.899	Valid
	KY3	0.902	Valid
	KY4	0.887	Valid
The Meaning of Work	MK1	0.931	Valid
	MK2	0.951	Valid
	MK3	0.950	Valid

Source: Data Processing Results, (2022).

The outer loading value of all variable indicators. Based on the table, it shows that all indicators are said to be valid if the outer loading value of each variable indicator item is above > 0.70 . This criterion is in accordance with Hair et al., (2019) that the data is declared valid if the value is more than 0.70. Convergent validity tests also require an average variance extracted (AVE) value. According to Hair et al., (2014) the accepted AVE value for convergent validity is > 0.5 . Table 3 further shows the values (AVE) for all constructs in this study, some of which have met the minimum criteria, which is greater than > 0.5 . This shows that the convergent validity test based on outer loading and the value (AVE) has been met,

because the average variation value described by each indicator on each construct tested is greater than the error value on the construct, so that all existing indicators can explain the construct compared to other factors that are not measured in the measurement (Hair et al., 2014).

The results of the construct reliability test from the study covering all variables. Cronbach's alpha (CA) and composite reliability (CR) values for all constructs are shown in table 3. All variables have met the requirements set by Hair et al., (2014), namely the value > 0.70 . Based on these results, it can be said that all variables in the study are reliable.

2. Discriminant Validity Test Results

Table 2. Discriminant Validity Test Results

Variable	DM	DO'S	EM1	KP	MONTHS	MK
Devolved Management	0.953					
Organizational Support	0.830	0.905				
Moderation Effect 1	-0.832	-0.839	1.000			
Proactive Personality	0.815	0.826	-0.803	0.915		
Employee Creativity	0.889	0.860	-0.847	0.849	0.903	
The Meaning of Work	0.921	0.871	-0.809	0.828	0.897	0.944

Source: Data Processing Results, (2022).

The result of calculating the discriminant validity by looking at the

Fornell-Larcker Criterion value has a value greater than the square

correlation value between variables. A construct is said to have discriminant validity if the indicator has the highest loading value (AVE root) in its own construct group (Hair et al., 2019). The value indicates that the discriminant validity has been

fulfilled, so it can be concluded that each of the variables is able to explain something unique and different from one another.

3. Reliability Test Results

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Devolved Management	0.950	0.968	0.909
Organizational Support	0.968	0.973	0.819
Moderation Effect 1	1.000	1.000	1.000
Proactive Personality	0.978	0.981	0.837
Employee Creativity	0.925	0.947	0.816
The Meaning of Work	0.939	0.961	0.891

Source: Data Processing Results, (2022).

Based on table 3, it can be seen that the composite reliability value of all research variables > 0.70 and Cronbach Alpha > 0.60. These results show that each variable has met composite reliability and cronbach alpha so that it can be concluded that the entire variable has a high level of reliability. So that further analysis can be carried out

by examining the goodness of fit models by evaluating the inner model.

Structural Model Evaluation

After doing the outer model test, the next step is to do an inner model test. Inner model testing is carried out to see the relationship between the construct, significance value, and R-square of the research model as follows.

1. Coefficient of Determination (R-Square)

Table 4. Coefficient of Determination Test Results

Variable	R-Square	R-Square Adjusted
Employee Creativity	0.861	0.856
The Meaning of Work	0.796	0.792

Source: Data Processing Results, (2022).

Table 4 shows the adjusted R-Square value of the Employee Creativity variable of 0.856, this value means that the Employee Creativity variable can be explained

by the variables Organizational Support, Work Meaning, and Devolved Management of 85.6% and the remaining 14.4% can be explained by other variables not

contained in this study.

The adjusted R-Square value of the Work Meaning variable is 0.792, the value means that the Work Meaning variable can be explained by the Organizational

Support and Proactive Personality variable of 79.2% and the remaining 20.8% can be explained by other variables not contained in this study.

2. Predictive Relevance (Q-Square)

Table 5. Q-Square Test Results

Variable	Q ² (=1-SSE/SSO)	Information
Employee Creativity	0.691	Has a predictive relevance value
The Meaning of Work	0.703	Has a predictive relevance value

Source: Data Processing Results, (2022).

Based on the data presented in table 5 it can be known that the Q-square value on the dependent variable > 0. By looking at these values, it can be concluded that this study has a good observation value because the Q-square value is > 0 (zero).

3. Hypothesis Testing

Testing structural relationship models is to explain the relationships between variables in research. Structural model testing is

carried out through tests using PLS software. The basis used in testing the hypothesis directly is the output of the image and the values contained in the output path coefficients. The basis used to test the hypothesis directly is that if the p value < 0.05 (significance level= 5%), then it is stated that there is a significant influence of exogenous variables on endogenous variables. Here's a full explanation of hypothesis testing:

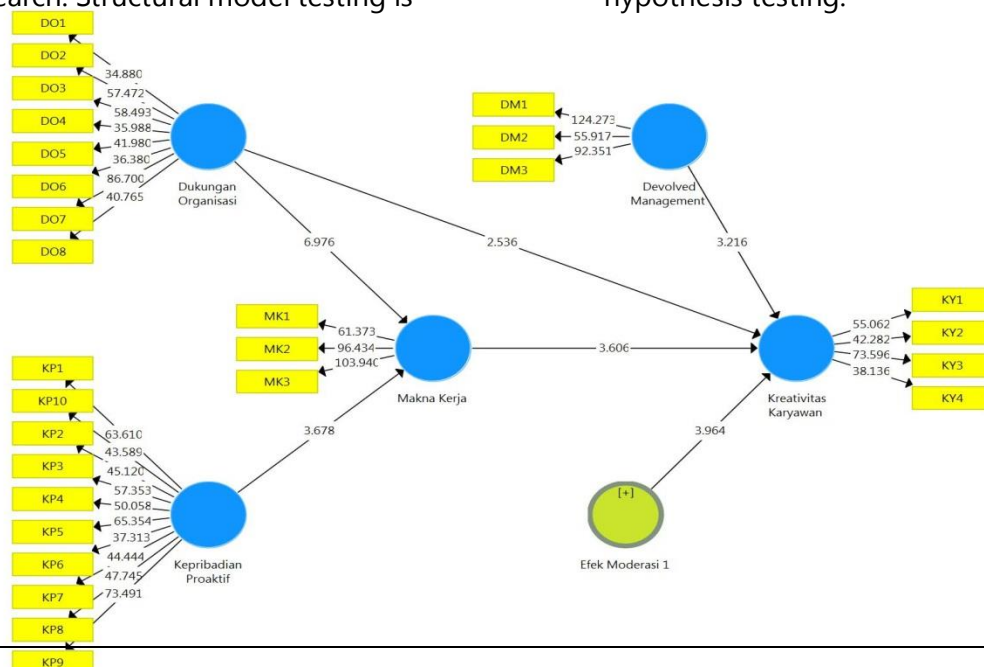


Table 6. Hypothesis Test Results

Hypothesis	Original Sample	T-Statistics	P Values
Organizational Support -> the meaning of work	0.587	6.976	0.000
Proactive Personality -> Meaning of Work	0.343	3.678	0.000
The Meaning of Work -> Employee Creativity	0.326	3.606	0.000
Organizational Support -> The Meaning of Work -> Employee Creativity	0.191	3.511	0.000
Proactive Personality -> Meaning of Work -> Employee Creativity	0.112	2.309	0.021
Organizational Support -> Employee Creativity	0.178	2.536	0.012
Moderation Effect 1 -> Employee Creativity	-0.122	3.964	0.000

Source: Data Processing Results, (2022).

Discussion

The results of the test of organizational support variables and work meaning show that it is proven that organizational support has a positive and significant effect on the meaning of work, which means that when organizational support is high, the meaning of work is also high. The results of this study are in line with research conducted by Akgunduz et al., 2018, that organizational support affects the meaning of work. According to Social Exchange Theory (SET) (Blau, 1964), if employees feel that they are supported by the organization, as well as contribute more to the results of the organization as a way to respond to the support of that organization. Employees are empowered by knowledge, support, resources, and opportunities such as the formal and informal strengths provided by their

organizations (Tolay et al., 2012). Empowered employees, experiencing the meaning of work (Spreitzer, 1995), which also leads to high intrinsic motivation (Fook et al., 2011; Lashley, 2001; Ozaralli, 2015). If employees see that they have the support of the organization, then they will make a greater contribution in return of the support they receive from the organization. Employees who are influenced by the meaning of work also show characteristics of increased instinct in work and are more motivated.

The results of the proactive personality variable test and work meaning showed that it was proven that proactive personality had a positive and significant effect on the meaning of work, which means that when the proactive personality is high, the meaning of work is also high. The results of this study are in line with

research conducted by Akgunduz et al., (2018), that employees who find the meaningfulness of work have a high level of creativity. Managers must find ways to benefit from employees with proactive personalities more effectively in the organization. Thus, employees who work and have a proactive personality will greatly appreciate the meaning of work. Employees with proactive personalities can display positive behaviors, such as innovation (Seibert et al., 2001), intrinsic motivation (Horng et al., 2016; Joo & Lim, 2009), performance target orientation (Parker & Collins, 2010), work commitment (Li et al., 2014), career adaptability (Hou et al., 2014; Tolentino et al., 2014), self-esteem and the ability to work independently (Cai et al., 2015).

Employees with proactive personalities actively try to reorganize their working life (Campbell, 2000) because they take initiative rather than give up in the face of challenges (Liguori et al., 2013). Such individuals are open to new work experience, they are interested in work and organizations that give it a high level of work meaning. Therefore, these individuals will take risks if necessary to find new jobs that align with their personality traits (Bergeron et al., 2014).

The results of the variable test of work meaning and employee creativity show that it is proven that the meaning of work has a positive and significant effect on employee creativity, which means that when the meaning of work is high, then employee creativity is also high. The results of this study support the research of Akgunduz et al., (2018) showing that creativity increases when employees accept or appreciate that

their work is meaningful. Creativity generates new and useful ideas (Joo et al., 2014). Employees work more effectively and creatively when they have a positive mood, which increases productivity and efficiency (Liu, 2016). The creativity of employees in an organization largely depends on two different factors: career satisfaction and perceived self-esteem (Kim et al., 2009).

The results of the work meaning variable test in mediating the influence of organizational support on employee creativity show that it is proven that the results of this study can find a positive and significant mediating effect of work meaning on the influence of organizational support on employee creativity, meaning that when there is high organizational support, it produces high creativity as well and this can be produced also through a high meaning of work. The results of the research are in line with the research conducted by Akgunduz, 2018 and also the research of Chiang & Hsieh (2012) organizational support can improve the ability of employees in resource exploration, which then this ability will increase employee creativity in innovating. The elements that affect employee creativity are the support of the organization in which they work, positive support from the leadership and all employees will create a conducive work situation so that employee creativity will be better. When employees feel that the company supports their psychological needs, employees will have a higher sense of responsibility towards the company so that the impact is that employees will be more creative in completing work (Jeung et

al., 2016). The meaning of work will appear when employees have an understanding of their abilities, what to expect, and how they achieve success in their work environment (Steger et al., 2012). When performing work in accordance with their role, then individuals will contribute more to the company. Meaningful work can make employees more engaged and committed to the company (Geldenhuis et al., 2014). The impact on employees who have meaning in work is the emergence of a willingness to spend more time on work so that they will get satisfaction and enjoy activities in their work.

The results of the work meaning variable test in mediating the influence of proactive personality on employee creativity show that it is proven that the results of this study can find a positive and significant mediating effect of work meaning on the influence of proactive personality on employee creativity, meaning that when there is a high proactive personality, it produces high creativity as well and this can be produced also through a high meaning of work. The results of this study are commensurate with the research of Shalley et al., (2004), the complex structure of work and the support that employees receive from managers and organizations increase employee creativity, which is also supported by several empirical studies (Diliello et al., 2011; Akgunduz et al., 2018; Ibrahim et al., 2016). The meaning of work has an important role in increasing the proactive personality of employees. Proactive behavior is actions that are carried out before problems arise or take various actions to anticipate changes in the future. Interpreting duties

and roles as an employee can increase an individual's desire to be able to do their work optimally. For companies, employees who interpret work will improve the performance of the company and individuals can develop their potential (Rozarie, 2017). According to Akgündüz (2013) internally motivated individuals generate more creative ideas, show attitudes and behaviors that increase customer satisfaction, and show positive behaviors to achieve organizational goals.

The results of the variable test of organizational support and employee creativity show that it is proven that organizational support has a positive and significant effect on employee creativity, which means that when organizational support is high, employee creativity is also high. The results of this study are supported by research conducted by Akgunduz et al., (2018) employee creativity increases when the level of organizational support increases. When employees find their company very supportive, they are more likely to show trust and confidence (Rich et al., 2010) thus encouraging their willingness to propose creative ideas and suggestions. Because such companies are considered to tolerate failure and approach based on trial and error (Edmondson, 1999). To support creativity and risk-taking behaviors, employees are more likely to feel psychologically secure in taking initiative (Kahn, 1990) or engaging in creative practice. Employees who receive a high level of support from the company are also more likely to show a positive moodling (Rhoades & Eisenberger, 2002), which in turn facilitates the creative process. In addition, they are more willing to

communicate and interact with others (Erdogan, et al. , 2004) thus gaining more information and knowledge and generating more creative ideas (Chiang & Hsieh, 2012). They tend to feel more involved with their work (Hakanen et al., 2008; Rich et al., 2010; Schaufeli et al., 2006) who led them to enthusiastically encourage creative ideas (Chang et al, 2013).

The results of the devolved management variable test in moderating the influence of organizational support on employee creativity show that it is proven that the results of this study can find the negative and significant moderation effect of devolved management on the influence of organizational support on employee creativity, meaning that when there is high organizational support, creativity will be high and this can be produced as well through low devolved management. The results of Tang and Yu's research (2017), devolved management involves giving more power and autonomy to employees, leveling organizational structures, and encouraging communication all of which have an important effect on creativity. Likewise, in Haar and Spell's (2009) research in devolved management systems, employees are more flexible in determining their own work. As a result, they are more likely to feel free from external controls or restrictions and believe that managers have confidence in their decision-making abilities. Employees who feel this flexibility will think that they get a high level of organizational support so that they are willing to maximize their work, think freely, take risks, and solve problems, the impact of which generates more creative ideas

(Wang & Cheng, 2009). Therefore, devolved management strengthens the relationship between organizational support and employee creativity. Devolved management requires the granting of more power and autonomy to employees (Tang et al., 2017). Employees who work in organizations that implement devolved management can experience a high degree of autonomy (Tang et al., 2015), which inspires their creative behavior (Zhang & Bartol, 2010).

CONCLUSIONS

From the results of the research analysis on the influence of organizational support and proactive personality on employee creativity: the role of work meaning and devolved management can be drawn conclusions that all hypotheses proposed in this study are all proven. So there are several implications of theoretical and practical studies in increasing the influence of organizational support and proactive personality on employee creativity: the role of work meaning and devolved management. The implication of studies on theory is that the results of this study can provide a different testing model. Researchers used a model of testing the influence of organizational support and proactive personality on employee creativity: the role of work meaning and devolved management, this study was conducted to sharpen phenomena related to employee creativity. The theoretical contribution made is also in the form of literature contributions to the use of mediation and moderation variables to see the influence of organizational support and

proactive personality on employee creativity. This study examined the mediating effect of work meaning in the influence of organizational support and proactive personality on employee creativity which suggests that it can have a partial mediating effect in those influences. In addition, it was also found that the moderation of devolved management variables had a low effect. This shows that the higher the organization's support is accompanied by the high level of devolved management, the erratic or low employee creativity will be.

This research certainly cannot be separated from the shortcomings and limitations. This research was conducted on publication at CV Ziyad Visi Media. Thus, the results of this study cannot necessarily be generalized to other sectors. To apply this study to different contexts, care is needed to observe the objects taken in the study. If this is ignored, it is estimated that it has the potential to result in habituation of test results which can have an impact on errors in formulating policies taken at the company. Therefore, for further research, it is expected to expand the object of research in order to compare the research results obtained and provide a more thorough picture of the company in increasing employee creativity with the support of proactive organizations and personalities that strengthen the meaning of work and devolved management.

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