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by Daniel Ginting

Perceived Organizational Support And Job Satisfaction To Create Creativity

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Abstract

Creative employees will be eager to expand their knowledge, interests, and potential, hence elements that impact creativity must be recognized to ensure the organization's success. The purpose of this study is to see how job satisfaction and perceived organizational support for creativity (POS for creativity) affect creativity. Using a quantitative technique, this study was undertaken on the Sales Executive division of a mass media firm. The data was collected from 39 people and then analyzed using Partial Least Squares (PLS). Saturated sampling was used to select the respondents. According to the findings, POS for creativity has a significant effect on job satisfaction, job satisfaction has a significant effect on creativity, POS for creativity has a significant indirect effect on creativity, and POS for creativity has a significant effect on creativity through job satisfaction, which completely mediates the effect.

Keywords: Perceived Organizational Support for Creativity, Job Satisfaction, Creativity, Process Innovation, Corporate Sustainability, Decent Work

1. INTRODUCTION

In recent years, there has been a remarkable increase in public awareness of innovation and sustainability (Miao et al., 2020). Organizational leaders are progressively recognizing the value of sustainability as a business strategy for addressing environmental, economic, and social concerns in a fair, comprehensive, and long-term manner, allowing all stakeholders to benefit (Miao et al., 2020). Because creativity is the initial step in innovation, many organizations have increased their efforts to foster creativity. Employee innovation will be

viewed as a source of competitive advantage for the organization in a dynamic business environment. Employees may increase their organizational performance by using creativity to come up with innovative procedures, technologies, techniques, or product concepts (Ibrahim et al., 2016).

Organizations that do not innovate or become creative risk losing their competitiveness and long-term viability (Suifan et al., 2018). Something distinctive, unique, original, a fresh point of view, or something that did not exist before can all be related to creativity (Shrafat, 2018). Employee creativity is a critical component of every organization's long-term success, organizational innovation, and long-term competitive advantage. Managers will be encouraged in this respect to always help workers in optimizing their creative thinking in the hopes of developing unique goods because it cannot be denied that having the resources to explore their creativity is the company's most precious asset.

Organizational management must pay attention to personal and organizational factors that can increase employee creativity in the organization, to create a synergy between employees' strong desire to create innovative products and organizational support. The research focus is on visible organizational support, which is called perceived organizational support for creativity. Perceived organizational support for creativity is defined as organizational support in increasing employee creativity to improve organizational performance and productivity in terms of empowerment and knowledge sharing (Ibrahim et al., 2016). Perceived organizational support for creativity plays an important role in supporting and encouraging creative potential by encouraging employees to perceive themselves. The creation of a good and supportive work climate towards the creative performance of employees will create satisfaction that is felt by employees and has a direct effect on their work.

Employee job satisfaction is defined as a pleasant or positive emotional state arising from the appraisal of one's job or work experience that has a substantial impact on the economic and social sustainability of the organization or can be understood as a person's positive affective response to his job as a whole (Miao et al., 2020). Job satisfaction is very important because the positive attitude of employees in an organization is an important factor that determines whether employees can work well and provide the best performance, such as the embodiment of creativity. This must be an innovation that is very useful in facing the existing business competition. In this regard, this research was conducted on print media companies that need to always participate in innovation because companies need to support the quality of their products.

PT. SKG Surabaya is one of the largest media companies in Indonesia and was founded in 2009, which produces products such as tabloids, magazines, and so on. Through products produced every day, employees are required to put forward new ideas or thoughts every day to display innovative products that are attractive to consumers. This research is focused only on the Sales Executive division which requires the most creativity compared to other divisions. These roles are like managing newsagents and other magazines and making them as business partners, as well as holding several events organized by the company and directly involving the creativity aspect so that the application of creativity in PT. SKG Surabaya is an essential part that is important for employees, especially in the Sales Executive division.

2. LITERATURE REVIEW

2.1 Theoretical Foundations

2.1.1 Perceived Organizational Support (POS) for Creativity

Perceived organizational support has been described as the belief in employees that their organization values their contributions and cares for their well-being and is expressed as the sensitivity and opinion of employees regarding the extent to which their involvement is valued and recognized by the organization (Suifan et al., 2018). Perceived organizational support will show how employees perceive that their organization respects their work and has concern for their welfare. According to Prima & Eliyana (2016), Perceived organizational support is known as the global trust that an employee has made regarding their assessment of organizational procedures and policies. Perceived organizational support is known to have the most positive influence on employee performance when employees are strongly identified with the organization and weakly identified with their profession (Shahzad et al., 2018). According to Meyer & Bartels (2017), employees who experience perceived organizational support will interpret it to double as an organization that shows value and investment in its employees and the organization's concern for their welfare. At the same time, perceived organizational support for creativity is defined as organizational support that plays a major role in increasing employee creativity where they will be motivated to improve organizational performance and productivity in terms of employee empowerment and knowledge sharing (Ibrahim et al., 2016). In addition, perceived organizational support for creativity will refer to development experiences in developing employee abilities and skills to help employees acquire work-related knowledge, skills, abilities, and behaviors to apply the knowledge and experience gained to their work performance through creativity.

2.1.2 Job Satisfaction

Job satisfaction (JS) is defined as an attitude as a positive (or negative) evaluative assessment one makes about one's job or work situation (Meyer & Bartels, 2017). According to this study, job satisfaction is one of the most studied topics in organizational research, particularly regarding work attitudes, and its antecedents include job and task variables such as task variation, task significance, skill variation, autonomy, and feedback. Job satisfaction will reflect the feelings of employees while working in the company and is very dependent on personal conditions because everyone has aspects in assessing job satisfaction (Setiawan et al., 2020). According to Miao et al. (2020), employee job satisfaction is defined as a pleasant or positive emotional state arising from a person's job appraisal or work experience that has a substantial impact on the economic and social sustainability of the organization or can be understood as a person's positive affective response to his job as a whole. Then, according to Wang et al. (2020), job satisfaction refers to the positive attitude of employees arising from a comprehensive evaluation of various aspects of work, such as working conditions, career development, and co-workers. Thus, job satisfaction refers to an optimistic emotional state that arises from one's work, relates to how a person likes his job, relates to an employee's view of

his work positively, and is an observable expression of affective reactions to certain jobs (Yuspahruddin et al., 2020).

2.1.3 Creativity

The definition of creativity that is most widely used in the literature is creating new, innovative, and useful ideas in any field (Amabile et al., 1996). The notion of creativity also refers to the creative work produced, which is considered a new work that is accepted and can be a work that can be maintained or useful and satisfying by a group at one time (Anggarwati & Eliyana, 2015). In organizational literature specifically, creativity is defined as the production, conceptualization, and development of ideas, then use new processes and procedures by individuals or groups of people working together on creative solutions to problems, creative business strategies, and creative changes in business processes (Akgunduz, Kizilcalioglu, et al., 2018). Through creativity, employees will generate new ideas or offer unique products and operations, which can later be implemented and increase the continuity and effectiveness of the organization (Miao et al., 2020). Organizations are known to view employee creativity as a source of competitive advantage as it allows employees to improve organizational performance and investigate new processes, techniques, or products (Jamal et al., 2020). Because an environment that supports creativity is an important determinant of organizational performance, organizations must prioritize creativity (Akgunduz, Alkan, et al., 2018).

2.2 Hypothesis Development

2.2.1 Perceived Organizational Support for Creativity on Employee Job Satisfaction

Individual behavior can be influenced by their opinions about the fundamental processes that shape their organizations and perceived organizational support, including among them (Maan et al., 2020). According to the study, it was observed that managers who enjoy high levels of perceived organizational support report higher levels of job satisfaction compared to managers who should enjoy lower levels because of organizational support. Perceived organizational support can enrich individuals' trust and confidence that their superiors identify and reciprocate their struggle to achieve superior performance, such as job satisfaction. Several scholars have revealed a strong relationship between perceived organizational support and job satisfaction (Maan et al., 2020; Shahzad et al., 2018; Meyer & Bartels, 2017). In addition, perceived organizational support for creativity is one of the main strengths and sources that can influence employee behavior to be able to produce optimal creative performance and also produce results according to provisions within the company or organization. These strengths can be in the form of encouragement, trust, appreciation, and welfare given to employees in shaping their positive perceptions and then can be an important element to maintain a balance between the dynamics of relationships within the company and positive outcomes for workers and organizations such as increasing job satisfaction. Perceived organizational support can contribute to job satisfaction by conveying to employees that help and support are always available (Bernarto et al., 2020). Therefore, employees who get job satisfaction will be happier and more satisfied because they feel safe and have self-actualization (Bernarto et al., 2020). This is reinforced by Robbins and Judge quoted (Kurtessis et al., 2017), which states that employee perceptions of

supportive organizational support will form a positive emotional response felt by employees towards the work done, including through the influence of perceived organizational support for creativity on job satisfaction.

Hypothesis 1: Perceived organizational support for creativity has a significant effect on job satisfaction

2.2.2 Employee Creativity

Job satisfaction is a positive emotional reaction from an employee to work in which an employee feels satisfied with work independence, job stability, job significance for feelings of responsibility, creativity, and feelings of success (Akgunduz, Kizilcalioglu, et al., 2018). According to CRT, employees with high job satisfaction will make a greater contribution to organizational effectiveness by displaying creative behavior to lead to creativity by ensuring work is successful, thereby protecting the resources they have (Akgunduz, Kizilcalioglu, et al., 2018). That is, by displaying creative behavior, employees can protect material and non-material resources that are given directly or indirectly to them because they are satisfied with their work. The relationship between job satisfaction and employee creativity is considered positive and mutual (Akgunduz et al. 2018; Wang et al., 2020; Woisetschläger et al., 2016). Creative work behavior in employees will involve observing the team's status quo, identifying problems, and also developing new and useful solutions, all of which take time and energy (Wang et al., 2020). Furthermore, job satisfaction will be an important psychological boost that can increase the willingness of team members to proactively devote energy, time, and expertise to do creative work, Woisetschläger et al., (2016). Positive affection that will accompany job satisfaction can also release individual cognitive resources and stimulate creative thinking in shaping the innovation process for creativity. According to Miao et al. (2020), employee job satisfaction and employee creativity are both drivers of sustainability in organizations. Job satisfaction is a form of positive feeling based on an assessment of one's work experience, and creativity refers to the creation of ideas which is often considered the first step of innovation. According to Miao et al. (2020), when individuals have a good feeling in an organization which is indicated by high job satisfaction, they are more likely to display creative behavior because they feel they have the opportunity to have more positive expectations and beliefs tend to be higher, which leads to greater performance and rewarding outcomes such as innovation for creativity.

Hypothesis 2: Job satisfaction has a significant effect on creativity

2.2.3 Perceived Of Organizational Support for Creativity on Employee Creativity

Through perceived organizational support for creativity, organizations will have planned efforts to help employees acquire knowledge, abilities, skills, and work-related behaviors to apply the knowledge and experience gained to their job performance (Ibrahim et al., 2016). Developmental experiences can be useful for organizations when linked to organizational needs and to motivate employees because when problems arise if employees are not physically and mentally ready, it will lead to assumptions related to developmental experiences, which

will lead to increased levels of creativity among employees (Ibrahim et al.., 2016). That way, perceived organizational support for creativity will allow employees to learn more if they are highly motivated to learn, and it is very helpful in the innovation process to create better creativity. If the organization provides a high level of support for creativity, it will also lead to employees' attention to be proactive in dealing with uncertainty and change and generate new ideas and new ways of doing things to adapt and enhance creativity. In addition, according to Suifan et al. (2018), perceived organizational support plays an important role in employee creativity because it tends to increase the possibility of creative output. Perceived organizational support for creativity will be able to increase creative behavior for creativity by increasing employee interest in their work (Sia & Appu, 2015; Ibrahim et al., 2016; Suifan et al., 2018). Based on the norm of reciprocity, theory perceived organizational support argues that employees who believe they will receive a higher level of support tend to perform better because they feel obligated to care about their organization and help it achieve its goals and objectives by showing positive behavior towards their organization (Suifan et al., 2018).

Hypothesis 3: Perceived organizational support for creativity has a significant effect on creativity

2.2.4 Perceived Of Organizational Support for Creativity on Creativity Through Job Satisfaction

Employee job satisfaction has a mediating role in the relationship between management characteristics and employee creativity (Miao et al., 2020). In other words, ethically and sustainability-oriented supervisors who exhibit a realistic view of themselves, who are open to the ideas of others, and who recognize employees for their contributions and strengths are more likely to lead employees to have positive feelings about their work in triggering creativity (Miao et al., 2020). When organizations, through supervisors, reward employees for their efforts, employees will tend to feel satisfied with their work and make individuals generate unique and useful ideas that serve to develop sustainability in the organization. Perceived organizational support for creativity is known to be able to shape an employee's perception through encouragement, trust, and appreciation for creative performance. All forms of support provided by the organization can directly affect the positive feelings felt by each employee, and it is a reflection of the form of satisfaction with the work they have. If perceived organizational support for creativity is very strong, it is interwoven through the organization's ability to facilitate all employees with various opportunities to explore interests and to hone the creative potential of employees; employees will certainly have confidence and confidence to be able to improve their performance through the creation of creations and ideas—new well and optimally, which is important for creativity.

Hypothesis 4: Perceived organizational support for creativity has a significant effect on creativity through job satisfaction
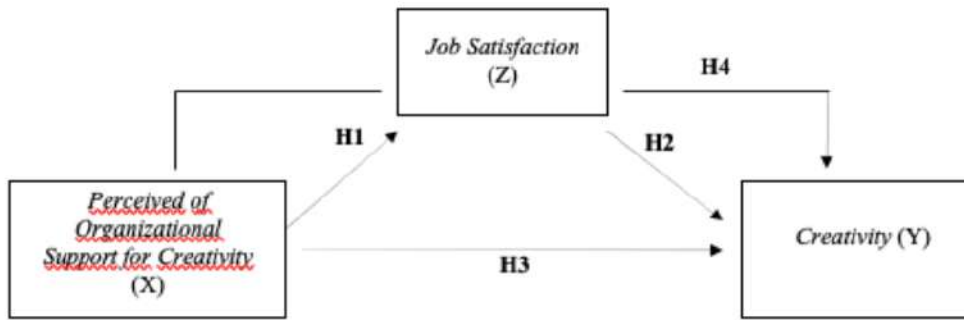
Figure 1. Conceptual Framework

3. RESEARCH METHODS

3.1 Approach

This research uses a quantitative approach that emphasizes theory testing through the measurement of research variables using statistical procedures. The exogenous variable (X) in this study is POS for Creativity, then the endogenous variable (Y) in this study is creativity, and the variable intervening (Z) in this study is job satisfaction.

3.2 Measurement

The measurement of the variables Perceived Organizational Support (POS) for creativity, job satisfaction, and creativity in this study is based on the respondents' answers or assessments of the statements in the questionnaire and were determined based on the Likert scale. The measurement of the POS variable for creativity in this study was developed from an instrument by Amabile (1999). For job satisfaction variables, the instruments were developed from Spector's research (1997). While the last measurement of the creativity variable was modified from an instrument by Guilford (1960).

3.3 Data Collection Technique

In this study, the population is employees in the division of Sales Executive as many as 39 people. In this study, the determination of the sample was done with a saturated sample or a sample due to the number of employees in the division of Sales Executive, meaning all members of the population were used as research samples.

3.4 Data Analysis Technique

The analysis techniques in this study include data processing techniques, validity tests, and reliability tests which were processed by statistical methods through Partial Least Squaresoftware (PLS), which is part of the Structural Equating Model (SEM).

Table 1 Description of Respondents' Characteristics

N=39	Frequency	Percentage of

Gender	Male	29	74%
	Female	10	26%
Age	< 20 years	0	0%
	20 – 30 years	5	13%
	> 30 years	34	87%
Last education	SMP/SMA	17	44%
	Diploma/Bachelor	22	56%
	Others	0	0%
Length of Work	< 1 year	1	3%
	1 – 5 years	8	21%
	> 5 years	30	77%
Gender	Male	29	74%

Note: Based Table 1 shows the majority of employees in Hotel operations Weta Surabaya in this study were male, the age of more than 30 years was the most dominant, the respondents were dominated by respondents with final Diploma/Bachelor education, and the majority of respondents with a working period of more than five years.

Table 2 Description of Research Variable Answers

Indicator	Mean	Category
Perceived Organizational Support for Creativity		
The company appreciate creative performance generated by employees	4.18	High
The company considers every creative idea, input, and problem solution given by employees	4.03	High
The company cares about the welfare and achievements of employees	4.08	High
The company facilitates the creative potential of employees	4.31	Very High
The company is fair in assessing creative ideas or input from employees	4.23	Very High
The company provides opportunities for employees to generate and develop creative potential	4.05	High
Mean Total	4, 14	High
Job Satisfaction		
I am satisfied with the current field of work	4.08	High
I am satisfied with the flexibility provided by the company to express creativity	4.10	High
I am satisfied with an open company system	3.92	High
I am satisfied with a company environment that supports creative skill development	4.08	High
I am satisfied with the opportunity given by superiors to convey ideas or input that may be useful	4.08	High
I am satisfied with a leader who always motivates at work	3.92	High

I am satisfied with good relations with colleagues	4.13	High
I am satisfied with supervisors in supervising work	3.95	High
Mean Total	4.03	High
Creativity		
I can apply new and different ideas	3.72	High
I am not running out of ideas in solving problems	3.64	High
I am having ideas that come from my thoughts	3.49	High
I am having a great curiosity about work	3.67	High
I am flexible in thinking to respond to an action	3.77	High
Mean Total	3.65	High

Note: Table 2 shows that the description of respondents' answers in this study on the variables Perceived Organizational Support for Creativity, Job Satisfaction, and Creativity has a high category.

Table 3. Test Results Convergent Validity (Outer Loading Value)

Variable	Indicator	Loading Factor	t statistic
Perceived Organizational Support for Creativity (X)	X_1	0.8071	6.2741
	X_2	0.7419	5.9766
	X_3	0.7400	4.5525
	X_4	0.7648	9.3869
	X_5	0.7205	6.058
	X_6	0.7873	8.4452
Job Satisfaction (Z)	Z_1	0.7780	12.4952
	Z_2	0.7345	8.4345
	Z_3	0.7662	8.9277
	Z_4	0.7445	9.7257
	Z_5	0.7897	12.1427
	Z_6	0.7879	9.3197
	Z_7	0.7617	10.1101
	Z_8	0.7446	7.861
Creativity (Y)	Y_1	0.8148	11.8787
	Y_2	0.7320	6.2053
	Y_3	0.9083	21.7199
	Y_4	0.8547	12,469
	Y_5	0.7378	6.6112

Note: Based on Table 3, convergent analysis validity that all loading factors of each variable have more value greater than 0.70 and a statistical value t greater than 1.96 (5% significance level). This shows that all indicators of this research variable have met the criteria of convergent validity.

Table 4 Analysis Results of Composite Reliability and Cronbach Alpha

Variables	Reliability	Cronbach Alpha
Perceived Organizational Support for Creativity (X)	0.8917	0.8564
Creativity (Y)	0.9060	0.8760
Job Satisfaction (Z)	0.9179	0.8982

Notes: Based on Table 4, the values Composite Reliability and CronbachAlpha for each variable POS for Creativity (X), job satisfaction (Z), and creativity (Y) shows a value of > 0.70, so it can be stated that the construct of each variable has good reliability.
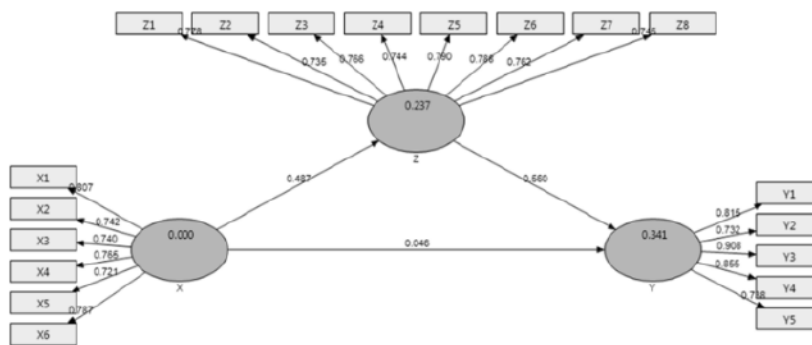
Figure 2. Analysis ModelOuter

Value Q-Square

Value $Q^2 = 1 - (1 - 0.2368) \times (1 - 0.3414)$
$= 0.4974$

Calculation results in this study demonstrate the value of Q^2 at 0.4974, meaning that the amount of the diversity of research data that can be explained by the structural model is 49.74%, while the remaining 50.26% is explained by other factors outside the structural model. Based on these results, the structural model in the study can be said to have had good goodness of fit.

Table 5 Analysis Results in Inner Model (Structural Model)

Relationship	Regression coefficient	t statistics	R square
POS for Creativity (X) -> job satisfaction (Z)	0.4866	4.002	0.2368
POS for Creativity (X) -> creativity (Y)	0 ,	04630.3414	0.2817job
satisfaction (Z) -> creativity (Y)	0.5604	3.4246	

Note: Based on Table 5 if the value of t-count (t-statistic) is greater than the t-table on the error rate (α) 5%, which is 1.96, then the research hypothesis in this study can be accepted. While the original sample shows the direction of the relationship between variables
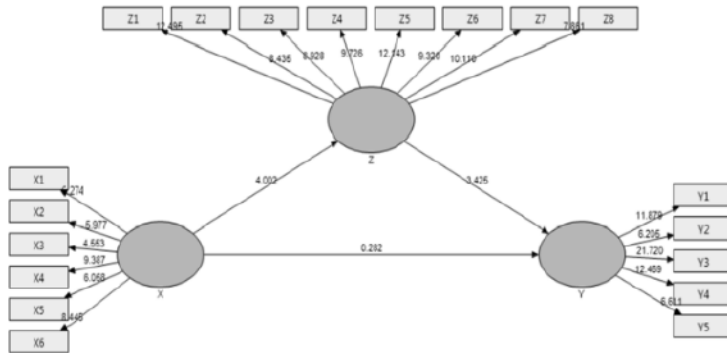
Figure 3. Analysis Inner Model

4. RESULTS AND DISCUSSION

4.1 Discussion

4.1.1 Perceived Organizational Support for Creativity on Job Satisfaction

Based on the results, the regression coefficient influence perceived organizational support for creativity (X) on job satisfaction (Z) is positive at 0.4866, with a t-statistic value of 4.002 > t-table value of 1.96. This shows that perceived organizational support for creativity (X) has a significant direct effect on the job satisfaction (Z) of employees at PT. SKG Surabaya. So that an increase in perceived organizational support related to the assessment of the contribution to employee performance has a direct impact on their job satisfaction, based on these results, it is also known that the first hypothesis of the study which suspects a positive influence between perceived organizational support on job satisfaction is acceptable. In line with some scholars have revealed a strong relationship between perceived organizational support and job satisfaction Maan et al., (2020); Shahzad et al., (2018); Meyer & Bartels, (2017). This shows that perceived organizational support can enrich the trust and confidence of Sales Executive PT. SKG Surabaya that their superiors identify and reward their struggles to achieve superior performance such as job satisfaction. In addition, based on the results of the study, it is known that organizational support provided for the formation of employee perceptions through employee creative performance awards is an indicator of perceived organizational support for creativity with the value loading factor highest of 0.8071. It will be associated with the job satisfaction of employees at Sales Executive PT. SKG Surabaya shows the positive perception of Sales Executive PT. SKG Surabaya through a reward system given by the organization for the creativity that is done in forming positive feelings in the form of belief in the abilities of each employee at work.

4.1.2 Job Satisfaction on Employee Creativity

Based on the results of hypothesis testing that has been carried out, it is known that the regression coefficient of the effect of job satisfaction (Z) on creativity (Y) is positive at 0.5604, with a statistical t value of 3.4246 > t table value of 1.96. This shows that job satisfaction (Z) has a significant direct effect on the creativity (Y) of employees of PT. SKG Surabaya. So that an increase in employee job satisfaction has a direct impact on the level of employee creativity, based on these results, it is also known that the second hypothesis of the study that predicts a positive influence between job satisfaction and creativity can be accepted. This is in line with previous research, which states that the relationship between job satisfaction and employee creativity is considered positive and influences each other. Akgunduz et al., (2018); Wang et al., (2020); Woisetschläger et al., (2016). This shows that job satisfaction is a form of positive feeling based on the assessment of the work experience of Sales Executive PT. SKG Surabaya refers to creativity in the creation of ideas which is often considered the first step of innovation. When Sales Executive PT. SKG Surabaya has a good feeling in an organization which is indicated by high job satisfaction, so they are more likely to display creative behavior. Based on the results of the study, it is also known that the job satisfaction felt by employees for the availability of opportunities given by superiors in conveying ideas or useful input for the company is an indicator of job satisfaction with the value loading factor highest of 0.7897. When associated with the creativity of Sales Executive PT. SKG Surabaya, in practice, these indicators can support the creative potential of employees in generating creativity.

4.1.3 Perceived Organizational Support for Creativity on Employee Creativity

Based on the results of the hypothesis test that has been carried out, it is known that the regression coefficient value of the effect of perceived organizational support for creativity (X) on creativity (Y) is positive at 0.0463, with an at-statistical value of 0, 2817 < t table value of 1.96. This shows that perceived organizational support for creativity (X) has a direct-indirect effect on the creativity (Y) of employees at PT. SKG Surabaya. So that the magnitude of the employee's perception of perceived organizational support has a small direct influence on creativity. Based on these results, it is also known the third hypothesis of the study, which suspects the influence of perceived organizational support for creativity on creativity at PT. SKG Surabaya is not acceptable. This is not in line with research that states that perceived organizational support for creativity will be able to increase creative behavior for creativity by increasing employee interest in their work. Sia & Appu, (2015); Ibrahim et al., (2016); Suifan et al., (2018). The results of this study indicate that there are differences in perceptions between supervisors and employees in evaluating creative performance resulting in the creation of a small effect between perceived organizational support for creativity on creativity. This can be seen through the comparison of the average creativity assessment conducted by Sales Executive PT. SKG Surabaya and supervisor. The average creativity assessment is based on the perception of Sales Executive PT. SKG Surabaya showed greater results, as much as 4,154 compared to the average assessment carried out by supervisors, which was shown at 3,658. This indicates that the Sales Executive of PT. SKG Surabaya tends to think and produce ideas according to what has been there before without wanting to produce new ideas and thoughts.

4.1.4 Perceived Organizational Support for Creativity on Creativity mediated by Job Satisfaction

Table 5 shows the magnitude of the influence between variables. It can be seen that the effect of perceived organizational support for creativity has a significant direct effect on job satisfaction (H_1). Furthermore, the effect of job satisfaction has a significant direct effect on creativity (H_2). The effect of perceived organizational support for creativity has no significant direct effect on creativity. This is because there is a gap or difference in the perception of creativity assessment by supervisors on the creative performance of employees so it does not support the third hypothesis of this study (H_3). However, the insignificant result between perceived organizational support for creativity directly on creativity proves that no matter how big the perceived organizational support for employees is related to the formation of positive perceptions they have in producing creativity, it will not be achieved if employees do not first have satisfaction in working with their desire to be able to produce creative and able to work outside the comfort zone without feeling pressured, so that job satisfaction in this research has an important role in mediating fully (full mediation) relationship perceived organizational support for creativity for the creativity of employees (H_4). The results of this study indicate that the organization, through the supervisor, gives awards to the Sales Executive of PT. SKG Surabaya for their efforts, Sales Executive PT. SKG Surabaya will tend to feel satisfied with their work and encourage individuals to come up with unique and useful ideas that serve to develop sustainability within the organization. Perceived organizational support for creativity is known to be able to shape the perception of Sales Executive PT. SKG Surabaya through encouragement, trust, and appreciation for creative performance. All forms of support provided by the organization can directly affect the positive feelings felt by Sales Executive PT. SKG Surabaya and reflect satisfaction with the work he has.

5. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusion

Based on the results of data management using the analysis software Partial Least Square (PLS), it can be concluded that perceived organizational support for creativity has a significant impact on respondents' job satisfaction, and job satisfaction also has a significant impact on employee creativity, but perceived organizational support for creativity has no significant impact on employee creativity and perceived organizational support for creativity has a significant effect on creativity through job satisfaction as the mediation variable. Employee creativity has long been recognized as a key component in achieving long-term success, organizational innovation, and sustainable competitive advantage for any organization. The findings of this study suggest that the Sales Executives of PT. SKG Surabaya have gotten adequate creative assistance, allowing them to demonstrate positive behavior by being content with their job. As a result, employees will be able to foster creativity, which is critical for the innovation process, and the organization will be able to expand sustainably.

5.2 Suggestions and Implications

Based on the discussion and conclusions described in this study, this study can be used as a recommendation for company management to determine the effect of perceived organizational support for creativity (POS for creativity) and job satisfaction on creativity. This is known to influence in showing how employees perceive that their organization respects their work and has a concern for their well-being, can influence the appraisal of one's job or work experience, which has a substantial impact on economic and social sustainability and can influence the generation of ideas new or offer unique products and operations that can be implemented and improve the continuity and effectiveness of the organization. In addition, the company should be able to create a routine activity within a certain period for employees of the division Sales Executive related to the development of creativity, such as conferences or seminars on the importance of achieving creative performance for the company. This is important because it is company support related to the formation and development of individual employee competencies, which are considered quite supportive and will trigger feelings of satisfaction for employees at work so that the company will be able to create a better innovation process and obtain long-term success, and a sustainable competitive advantage.

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Proper Noun If this word is a proper noun, you need to capitalize it.

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Possessive You may need to use an apostrophe to show possession.

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Run-on This sentence may be a run-on sentence. Proofread it to see if it contains too many independent clauses or contains independent clauses that have been combined without conjunctions or punctuation. Look at the "Writer's Handbook" for advice about correcting run-on sentences.

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Prep. You may be using the wrong preposition.

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S/V This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.

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