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# Key Factors Affecting the Creativity Development of Employees in Private Creative Companies in Chengdu, Sichuan Province, China

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## Abstract

**Purpose:** This article aims to investigate the key factors affecting the creativity development of employees in private creative companies in Chengdu, Sichuan Province, China. The conceptual framework proposes a causal relationship research design, data, and methods between colleague support, leader support, procedural justice, intrinsic motivation, intelligent stimulation, personalized consideration, and employee creativity. **Research design, data, and methodology:** The researchers used quantitative methods (n=500) to distribute questionnaires to employees of private creative companies surveyed. This study used quantitative methods to collect data from the target population through a questionnaire survey. They described the process of data collection and statistical processing. Structural Equation Modeling (SEM) and Confirmatory Factor Analysis (CFA) are used for data analysis, including model fitting, structural reliability, and validity. **Result:** According to the research findings, colleague support, leader support, procedural justice, intrinsic motivation, intelligent stimulation, and personalized consideration have a significant impact on employee creativity. Personalized consideration has the greatest impact on employee creativity, followed by intrinsic motivation, intelligent motivation, procedural justice, leadership support, creative role identity, and colleague support. **Conclusion:** It is recommended that the company develop corresponding plans and measures based on the research results to cultivate employees' creativity.

**Keywords:** Colleague Support, Leader Support, Intrinsic Motivation, Intellectual Stimulation, Employee Creativity

**JEL Classification Code:** E44, F31, F37, G15

## 1. Introduction

The creative industries (UK Department for Culture, Media and Sport (DCMS), 1998) have always played a crucial role in economic development, as they promote the adoption and retention of innovation and facilitate interaction between producers and consumers and between consumers themselves. When finance develops rapidly, creative industries also grow rapidly (Potts & Cunningham, 2007), a benefit brought by information and communication technology and globalization, reflecting the deeper evolution of the market economy. The creative industry is an important component of the innovation system (Potts, 2007). The creative industry is important because it can gather and attract creative enthusiasts and more young people. They are the driving force behind demographic, economic, and political changes. They start with the talents of creative workers and the needs of market consumers. They are raw materials for innovation, change, and emerging cultures, expanding their scope to form new industries and entering global markets through social networking channels (Hartley, 2007).

Since 2004, with the implementation of the Classification of Cultural and Related Industries and establishing a statistical system, China's creative industry has entered a period of rapid development. The creative industry has the characteristics of high added value, sustainable development, large employment opportunities, and higher growth rates than the national economy. It is receiving increasing attention and strategic improvements in more and more countries. Since China officially proposed the "Cultural Power" strategy in 2011, the contribution rate of the creative

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industry to the national economy has been continuously increasing. Private creative companies play an important role in it.

According to the 2019 China Creative Industry Development Index and Cultural Consumption Index released by Renmin University of China, provinces are automatically divided into three levels through cluster analysis: strong, popular, and weak. Most of these provinces are in the ordinary or weak tier, and the creative industry's high-quality development still needs to be higher. They are in an unbalanced state of high-factor input and low-value output.

In China, most cultural and creative enterprises are private enterprises, mainly small and micro enterprises (Chu & Gao, 2018). Currently, small and micro cultural and creative enterprises in China mainly refer to enterprises engaged in graphic design, software interaction, games, animation, film, and other related art and design work. Compared with state-owned creative enterprises in China, private creative enterprises have a lower demand for talent. Secondly, the difficulty of personnel management is low. This type of enterprise serves a specific cultural industry market, but the company is small in scale and has a low rate of return. Affected by COVID-19 in three years, the survival problem of private creative companies in Chengdu, Sichuan, China is more significant.

## 2. Literature Review

### 2.1 Employee Creativity

Employee creativity is an expression that reflects the generation of creative ideas based on existing ideas and proposes new methods for creating new solutions (Ogbeibu et al., 2017). Employee creativity is influenced by psychological cues, which can enhance employees' motivation to participate in the creative process (Zhang & Bartol, 2010).

Employee creativity refers to the necessary conditions for employees to achieve success through innovation at the organizational level (Wang & Jap, 2017). Creativity often requires adventurous behavior; employees' creativity is enhanced through organizational support (Neves & Eisenberger, 2014).

Employee creativity is the prerequisite for promoting organizational development and expanding competitive advantages (Mehlika et al., 2014). Employee creativity requires organizational support to increase the potential for creative development (Zhou & George, 2001).

Employee creativity refers to employees' creative thinking and problem-solving abilities when faced with work difficulties (Chughtai, 2016). Improving employee creativity is crucial for competitive advantage and organizational survival (Amabile, 1988).

### 2.2 Coworker Support

Coworker support is an effective choice awareness that enhances employee creativity (Zhou & George, 2001). Coworker Support will positively impact employee creativity (Woodman et al., 1993), providing new ideas from work to cultivate creativity, especially when faced with difficult and challenging tasks (Madjar, 2005).

Coworker Support refers to the behavior of team members who are willing to share professional knowledge with employees when they fall behind in their work, are willing to spend time helping employees solve problems encountered at work, and encourage each other when employees are in a bad mood (Podsakoff et al., 1997). Compared to an individualistic culture, Coworker Support in a collectivist culture has a greater impact on employee creativity (Markus & Kitayama, 1991)

Coworker Support refers to team members having a shared vision and the organization caring about their development and health (Takeuchi et al., 2018). Generally speaking, Coworker Support significantly impacts employees' creativity, especially regarding cultural norms (Farmer et al., 2003).

**H1:** Coworker support has a significant impact on employee creativity.

### 2.3 Leadership Support

Leadership support is a positive action that can enhance employee initiative (Sonnentag & Pluntke, 2006). It indicates that leaders value creativity. Organizations can strengthen leadership support to make employees aware of the importance of leaders actively participating in the creative process (Zhang & Bartol, 2010).

Leadership support is the level of support employees feel from their leaders. This is a reliable definition; according to the path-goal theory, leaders who enjoy helping their employees will treat them fairly (House & Dessler, 1974). Leadership support helps leaders enhance employee creativity, including providing appropriate environments (Reuvers et al., 2008).

Leadership support refers to leaders' positive role in directly supporting, challenging, and encouraging employee collaboration. In addition, they will continuously strive to cultivate the intrinsic abilities required for employee collaboration (Bezzina, 2006). Creative self-efficacy mediates the relationship between leadership support and employee creativity (Gong et al., 2009).

Amabile et al. (2004) pointed out that leadership support is defined as an intrinsic behavior that includes instrumental

(such as task-oriented) and socio-emotional (such as relationship-oriented) aspects. People are increasingly concerned about the impact of leadership support on creativity and innovation. Leadership support can increase employees' performance expectations (Bass, 1995).

**H2:** Leadership support has a significant impact on employee creativity.

## 2.4 Procedural Justice

Procedural justice is a behavior that can affect employees' innovative work (Kim & Park, 2017). The direct and indirect relationship between procedural justice and innovative employee behavior is important (Kim & Lee, 2013).

Procedural justice is an important prerequisite for organizational support (Moorman, 1991). Procedural justice positively correlates with the creative development of formal and informal experiences. (Wayne et al., 1997)

Procedural justice is a social identity role that connects employee creativity and organizational behavior "(Blader & Tyler, 2009). Organizational support influences employee creativity through knowledge sharing, motivation, procedural justice, and job promotion. (Mumford et al., 2002).

Procedural justice refers to the reasons and explanations for organizational decisions made by employees that affect individual behavior and outcomes (Niehoff et al., 2001). Managers can influence employees' views on procedural justice, thereby promoting the development of their creative thinking (Liden et al., 2008).

**H3:** Procedural justice has a significant impact on employee creativity.

## 2.5 Intrinsic Motivation

Internal motivation is the determining factor of employee creativity (Zhang & Bartol, 2010). Internal motivation is crucial for scientific productivity and R&D creativity (Tierney et al., 1999).

Intrinsic motivation is the ability to distinguish between what a person can do and what they can do to promote creativity (Zhang & Bartol, 2010). A review of the literature on internal motivation (IM) indicates that it is crucial for employee creativity and work efficiency and is often highly sensitive to external motivation (Ryan & Deci, 1996).

Motivation is defined as an individual's internal strength, which determines the direction (personal choice when faced with many possible choices), level (the amount of effort an individual puts in), and persistence (the length of time a person persists in a specific action) in their work (Thomas & Velthouse, 1990). Many studies have found that employees' intrinsic motivation significantly impacts their work efficiency and creativity (Zhou, 1998).

The definition of intrinsic motivation refers to the degree to which an individual is interested in work and motivated by the work itself (Utman, 1997). Similarly, some organizational studies have shown that even if intrinsic motivation is not specifically articulated, it is still an indispensable part of creativity (Zhou & George, 2001).

**H4:** Intrinsic motivation has a significant impact on employee creativity.

## 2.6 Creative Role Identity

Creative role identity refers to a behavior that enhances employees' confidence in their innovative abilities and promotes their actual performance in the workplace to be more creative (Tierney & Farmer, 2011). Creative role identity significantly impacts creative expression (Fisher, 1997).

Creative role identity refers to whether a person considers themselves creative (Farmer et al., 2003). Managers' creativity is a fundamental characteristic of leaders. By shaping subordinates' self-concepts, managers can stimulate their creative role identity and influence subordinates' attitudes and behaviors toward creativity (Lord & Brown, 2004).

Creative role identity is a key factor that enables employees to be more creative and actively seek new ways to solve problems (Farmer et al., 2003). Interacting with creative directors can affect employees' level of creativity, as they possess creative role identity (Farmer & Van Dyne, 2010).

Creative role identity is defined as a way for creative individuals to focus more on novel information, thereby enhancing their creative self-efficacy (Tierney & Farmer, 2011). A strong creative role identity can affect employees' creativity, as the role identity is confirmed by implementing relevant activities (Charng et al., 1988).

**H5:** Creative role identity has a significant impact on employee creativity.

## 2.7 Intellectual Stimulation

Intellectual stimulation refers to the behavior in which organizational or team managers emphasize employee development and creativity (Zhou et al., 2011). By empowering employees to analyze situations positively and critically, leaders share their visions and provide support through intellectual motivation, enhancing employees' organizational commitment and creativity (Bass & Avolio, 1994).

Intellectual stimulation is the condition managers provide to encourage employees to explore new methods and solve problems through innovative approaches (Rafferty & Griffin, 2004). Leaders use intelligence to motivate and unleash their

potential, making followers creative and innovative (Long et al., 2014).

Intellectual stimulation refers to the behavior of organizational or team managers who emphasize employee development and creativity (Zhou et al., 2011). IS can be conceptualized as leaders promoting the development of innovative thinking among followers (Bono et al., 2004).

Intellectual stimulation is the condition managers provide to encourage employees to explore new methods and solve problems through innovative approaches (Rafferty & Griffin, 2004). Intellectual stimulation can enable employees to think creatively about new methods and tools, thereby participating in decision-making and solving problems (Nwagbara, 2013).

**H6:** Intellectual stimulation has a significant impact on creative role identity.

### 2.8 Individualized Consideration

Personalized consideration refers to a way for leaders to ensure collaborative decision-making, open communication, regular feedback, and timely resolution of conflicts (Awan & Anjum, 2015). Leaders' personalized consideration characteristics have significantly improved employee job satisfaction (Long et al., 2014).

Personalized consideration refers to the opportunity for leaders to eliminate conflicts by making employees feel like they are part of the solution (Karamat, 2015). Personalized thinking enables leaders to respect and celebrate the individual contributions of each follower to the team (Datche & Mukhulu, 2015).

Managers' intellectual stimulation strongly motivates employees' innovation and creativity levels (Cheung & Wong, 2011). Personalized consideration refers to managers helping employees improve their creativity by observing each employee's differences and encouraging them to have more diverse ways and perspectives (Puccio et al., 2011).

Through constant Intellectual Stimulation, leaders can obtain new resourceful ideas to solve problems from all employees of the organization (Sharma et al., 2015). Personalized consideration is a transformational management dimension through which managers examine employees' skills and needs and their level of development (Afaneh et al., 2022).

**H7:** Individualized consideration has a significant impact on creative role identity.

## 3. Research Methods and Materials

### 3.1 Research Framework

This conceptual framework is built based on previous research frameworks. It originates from four theoretical models. Firstly, Michelle and Mohammed (2018). Leadership support and colleague support impact employees' creative behavior. Secondly, Suifan et al. (2018). The impact of transformational leadership on employee creativity. The mediating role of perceived organizational support.

Le and Nguyen (2019) conducted the third study. Transformational leadership, customer citizenship behavior, employee intrinsic motivation, and employee creativity. The fourth study is by Kasimoglu and Ammari (2020): Cross-cultural Change Leadership and Employee Creativity. The conceptual framework of this study is shown in Figure 1.

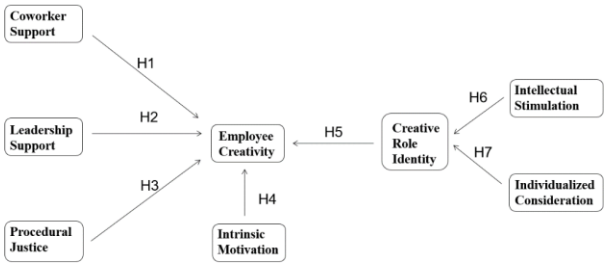


**Figure 1:** Conceptual Framework

**H1:** Coworker support has a significant impact on employee creativity.

**H2:** Leadership support has a significant impact on employee creativity.

**H3:** Procedural justice has a significant impact on employee creativity.

**H4:** Intrinsic motivation has a significant impact on employee creativity.

**H5:** Creative role identity has a significant impact on employee creativity.

**H6:** Intellectual stimulation has a significant impact on creative role identity.

**H7:** Individualized consideration has a significant impact on creative role identity.

### 3.2 Research Methodology

Researchers used quantitative analysis methods to distribute survey questionnaires to employees of private creative companies in Chengdu, Sichuan, China. They are collected and analyzed key factors that affect employee creativity. The investigation is divided into three parts. Firstly, screening questions are used to determine the characteristics of the respondents. Secondly, a 5-point Likert scale will be

used to measure the five proposed variables, ranging from strong inconsistency (1) to strong consistency (5), and to analyze all seven hypotheses. Finally, population issues include gender, age, and educational background. A project goal consistency index (IOC) and pilot test expert rating were tested on 500 respondents for the pilot test.

They tested the effectiveness and reliability of Cronbach's Alpha method. After reliability testing, the questionnaire was distributed to the target respondents, and 500 accepted responses were received. The researchers analyzed the collected data using SPSS AMOS 26.0. Then, confirmatory factor analysis (CFA) is used to verify and validate the accuracy of convergence. Calculate model fit metrics through comprehensive testing of given data to ensure the effectiveness and reliability of the model. Finally, researchers applied structural equation modeling (SEM) to examine the effects of variables.

### 3.3 Population and Sample Size

For sample size (Tabechnick & Fidel, 2007), a sample size of 300 was proposed, but (Hair et al., 2010) proposed a sample size exceeding 100. Some researchers believe a reasonable sample size of 150 respondents is possible without losing data. (Okasha, 2020) suggests a minimum sample size of 200. Herzog and Bensmaia (2009) pointed out that the structural equation modeling used in the study requires a minimum sample size of 100 or 200. According to Peru's (2013) research, the more complex the model, the larger the required sample size. Compared to simple models, complex models have a minimum sample size of 500 (Williams et al., 2010)

This study aims to collect 500 samples from three private creative companies in Chengdu to ensure better statistical results. Therefore, a sample size of 500 suits this study and the statistical techniques of structural equation modeling (SEM). The employees of the three creative companies were selected from the formal employees who joined the company. Interns will not be included in the observation group as they still need to understand the company's situation.

### 3.4 Sampling Technique

This study used non-probability and judgment sampling methods to select employees from three private creative companies in Chengdu, Sichuan Province, China. Then, using quota sampling, the target audience statistics shown in Table 1 are professionals engaged in graphic design, event planning, new media, and creative products from these companies. Afterward, the researchers distributed the questionnaire online and offline using convenient sampling.

**Table 1:** Sample Units and Sample Size

| Three Major Subjects | Population Size of Undergraduate Students | Proportional Sample Size |
|---|---|---|
| **Chengdu Proportional Brand Design Co., Ltd** | Employees specializing in graphic design, event planning, new media, and creative products. | 140 |
| **Chengdu Black Ant Culture and Creativity Co., Ltd** | Employees specializing in graphic design, event planning, new media, and creative products. | 169 |
| **Chengdu Ruidewang Advertising Decoration Engineering Co., Ltd** | Employees specializing in graphic design, event planning, new media, and creative products. | 191 |
| **Total** | 4 majors | 500 |

**Source:** Constructed by author

## 4. Results and Discussion

### 4.1 Demographic Information

The population target profile of 500 participants from 3 private creative companies is shown in Table 2. Males account for 52.8% of females. The population target profile of 500 participants from 3 private creative companies is shown in Table 2. Males account for 52.8% and females account for 47.2%. In terms of age groups, the largest group in this study was 26-35 years old, accounting for 47.6% of the respondents, followed by 36-45 years old, accounting for 23.4%, 18-25 years old and above, accounting for 20.4%, and 45 years old and above, accounting for 8.6%. From the perspective of the respondent's educational background, the main group includes:

Those with undergraduate degrees account for 57.4%. Those with less than undergraduate degrees account for 38.4%. Those with master's degrees accounted for 3.8%, and doctoral degrees accounted for 0.4%, respectively.

**Table 2:** Demographic Profile

| Demographic and General Data (N=500) | | Frequency | Percentage |
|---|---|---|---|
| Gender | Male | 264 | 52.8% |
| | Female | 236 | 47.2% |
| Age | 18-25 years old | 102 | 20.4% |
| | 26-35 years old | 238 | 47.6% |
| | 36-45 years old | 117 | 23.4% |
| | Over 45 years old | 43 | 8.6% |
| | Junior college | 192 | 38.4% |
| | Undergraduate degree | 287 | 57.4% |

| Demographic and General Data (N=500) | | Frequency | Percentage |
|---|---|---|---|
| Education | Master's degree | 19 | 3.8% |
| | Doctor | 2 | 0.4% |

## 4.2 Confirmatory Factor Analysis (CFA)

This study utilized confirmatory factor analysis (CFA). All items in each variable are significant, representing the factor loading for testing discriminant validity. The importance of factor loadings and acceptable values for each project indicates the goodness of fit (Hair et al., 2006). Factor loadings display values greater than 0.30 and p-values less than 0.05. The critical points with structural reliability greater than 0.7 in Table 3 and the extracted critical points with average variance greater than 0.5 (Fornell & Larcker, 1981). All estimates are important.

The square root of the extracted average variance is greater than the corresponding correlation value of the variable in Table 3 for all correlations.

**Table 3:** Confirmatory Factor Analysis Result, Composite Reliability (CR) and Average Variance Extracted (AVE)

| Variables | Source of Questionnaire (Measurement Indicator) | No. of Item | Cronbach's Alpha | Factors Loading | CR | AVE |
|---|---|---|---|---|---|---|
| Coworker Support (CS) | Markus and Kitayama (1991) | 4 | 0.861 | 0.748-0.825 | 0.861 | 0.609 |
| Leadership Support (LS) | Zhang and Bartol (2010) | 4 | 0.853 | 0.729-0.865 | 0.856 | 0.600 |
| Procedural Justice (PJ) | Moorman (1991) | 3 | 0.782 | 0.711-0.787 | 0.783 | 0.547 |
| Intrinsic Motivation (IM) | Zhou (1998) | 3 | 0.806 | 0.738-0.775 | 0.806 | 0.581 |
| Intellectual Stimulation (IS) | Nwagbara (2013) | 4 | 0.865 | 0.744-0.849 | 0.866 | 0.619 |
| Employee Creativity (EC) | Amabile (1988) | 5 | 0.881 | 0.728-0.868 | 0.883 | 0.602 |
| Creative Role Identity (CRI) | Fisher (1997) | 5 | 0.895 | 0.761-0.872 | 0.897 | 0.637 |
| Individualized Consideration (IC) | Karamat (2015) | 5 | 0.870 | 0.668-0.923 | 0.873 | 0.582 |

In addition, GFI, AGFI, NFI, CFI, TLI, and RMSEA are used as indicators for model fitting in CFA testing. When the values shown in Table 4 are greater than acceptable.

**Table 4:** Goodness of Fit for Measurement Model

| Fit Index | Acceptable Criteria | Statistical Values |
|---|---|---|
| **CMIN/DF** | ≤ 5.0 (Wheaton et al., 1977) | 2.075 |
| **GFI** | ≥ 0.85 (Sica & Ghisi, 2007) | 0.894 |
| **AGFI** | ≥ 0.80 (Sica & Ghisi, 2007) | 0.873 |
| **NFI** | ≥ 0.80 (Wu & Wang, 2006) | 0.892 |
| **CFI** | ≥ 0.80 (Bentler, 1990) | 0.941 |
| **TLI** | ≥ 0.80 (Sharma et al., 2005) | 0.933 |
| **RMSEA** | < 0.08 (Pedroso et al., 2016) | 0.046 |
| **Model Summary** | | **Acceptable Model Fit** |

**Remark:** CMIN/DF = The ratio of the chi-square value to degree of freedom, GFI = goodness-of-fit index, AGFI = adjusted goodness-of-fit index, NFI = normalized fit index, CFI = comparative fit index, TLI = Tucker Lewis index, and RMSEA = root mean square error of approximation

Convergent and discriminant validity has been validated. Therefore, convergence validity and discriminant validity are ensured. In addition, the measurement results of these models validated the discriminant validity and the effectiveness of subsequent structural model estimates.

**Table 5:** Discriminant Validity

| | CS | LS | PJ | IM | IS | EC | CRI | IC |
|---|---|---|---|---|---|---|---|---|
| **CS** | **0.780** | | | | | | | |
| **LS** | 0.210 | **0.774** | | | | | | |
| **PJ** | 0.169 | 0.236 | **0.739** | | | | | |
| **IM** | 0.236 | 0.266 | 0.162 | **0.762** | | | | |
| **IS** | 0.241 | 0.234 | 0.231 | 0.279 | **0.786** | | | |
| **EC** | 0.292 | 0.325 | 0.368 | 0.304 | 0.205 | **0.775** | | |
| **CRI** | 0.301 | 0.347 | 0.246 | 0.310 | 0.337 | 0.371 | **0.798** | |
| **IC** | 0.016 | 0.022 | 0.025 | 0.011 | 0.030 | 0.025 | 0.240 | **0.762** |

**Note:** The diagonally listed value is the AVE square roots of the variables
**Source:** Created by the author.

## 4.3 Structural Equation Model (SEM)

According to the research of Hair et al. (2010), structural equation modeling (SEM) validated the causal relationships between variables in the proposed model. It covered the measurement errors of structural coefficients. The goodness of fit index of structural equation modeling (SEM) is shown in Table 5.2 and Figure 3. The model fitting measurement value of the chi-square/degree of freedom (CMIN/DF) ratio should not exceed 3, and the GFI and CFI should be higher than the 0.8 recommended by Greenshop and Saklofsky (1998). The calculations in SEM and the adjustment of the model using SPSS AMOS version 26 indicate that the fitting index fits well, CMIN/DF=2.558, GFI=0.858, AGFI=0.837, NFI=0.861, CFI=0.910, TLI=0.902, RMSEA=0.056, Meets the acceptable values mentioned in Table 6.

**Table 6:** Goodness of Fit for Structural Model

| Fit Index | Acceptable Criteria | Statistical Values |
|---|---|---|
| **CMIN/DF** | ≤ 5.0 (Wheaton et al., 1977) | 2.558 |
| **GFI** | ≥ 0.85 (Sica & Ghisi, 2007) | 0.858 |
| **AGFI** | ≥ 0.80 (Sica & Ghisi, 2007) | 0.837 |
| **NFI** | ≥ 0.80 (Wu & Wang, 2006) | 0.861 |
| **CFI** | ≥ 0.80 (Bentler, 1990) | 0.910 |
| **TLI** | ≥ 0.80 (Sharma et al., 2005) | 0.902 |
| **RMSEA** | < 0.08 (Pedroso et al., 2016) | 0.056 |
| **Model Summary** | | **Acceptable Model Fit** |

**Remark:** CMIN/DF = The ratio of the chi-square value to degree of freedom, GFI = goodness-of-fit index, AGFI = adjusted goodness-of-fit index, NFI = normalized fit index, CFI = comparative fit index, TLI = Tucker Lewis index, and RMSEA = root mean square error of approximation

## 4.4 Research Hypothesis Testing Result

The research model calculates the significance of each variable based on regression weights. The results in Table 7 assume that all hypotheses are significant at p=0.05. The result of Intellectual Stimulation (IS) on employee creativity is 0.363, while Procedural Justice (PJ) (β=0.314), Individualized Consideration (IC) (β=0.242), Creative Role Identity (CRI) (β=0.221), Intrinsic Motivation (IM) (β=0.192), Leadership Support (LS) (β=0.169), and Cowworker Support (CS) (β=0.161). This model displays the variance of employee creativity, as shown in Table 7.

**Table 7:** Hypothesis Results of the Structural Equation Modeling

| Hypothesis | (β) | t-value | Result |
|---|---|---|---|
| H1: CS→EC | 0.161 | 3.410* | Supported |
| H2: LS→EC | 0.169 | 3.608* | Supported |
| H3: PJ→EC | 0.314 | 6.018* | Supported |
| H4: IM→EC | 0.192 | 3.894* | Supported |
| H5: CRI→EC | 0.221 | 4.777* | Supported |
| H6: IS→CRI | 0.363 | 7.386* | Supported |
| H7: IC→CRI | 0.242 | 5.256* | Supported |

**Note:** * p<0.05
**Source:** Created by the author

Table 7 indicates that all seven proposed hypotheses are supported. The strong creativity of employees in state-owned and private creative companies significantly impacts their development. Coworker Support, Leadership Support, Procedural Justice, Intrinsic Motivation, Creative Role Identity, Intellectual Stimulus, and Individualized Consideration all have a significant impact on the creative development of employees in private creative companies, with Procedural Justice and Creative Role Identity having a considerable influence. The path coefficient in H3 is 0.314, and the T-value is 6.018, indicating the relationship between Procedural Justice and employee creativity in private creative companies. In H5, the path coefficient between Creative Role Identity and employees' creativity in private creative companies is 0.221, with a T-value of 4.777. In addition, the impact of Intrinsic Motivation on employees' creativity in private creative companies was also studied. In H4, the path coefficient between Intrinsic Motivation (IM) of state-owned creative companies and employee creativity is 0.192, with a T-value of 3.894. The standardized path coefficient between coworker support and employees' creativity in state-owned creative companies is 0.161, and the T-value of H1 is 3.410. In path relationship H2, the standardized path coefficient for Leadership Support and employee creativity of private creative companies is 0.169, with a T-value of 3.608. Intellectual Stimulation (and Individualized Consideration significantly impact Creative Role Identity, with a standardized road coefficient of 0.363 and a T-value of 7.386 for H6, 0.242, and 5.256 for H7, proving this relationship. The development of creativity among employees of private creative companies is not only influenced by Cowworker Support, Leadership Support, Procedural Justice, Intrinsic Motivation (IM), and Creative Role Identity but also by Intellectual Stimulus and Individualized Consideration.

# 5. Conclusion and Recommendation

## 5.1 Conclusion and Discussion

This study examines the significant factors influencing employees' creativity in private creative companies in Chengdu, Sichuan, China. These hypotheses are proposed as a conceptual framework to investigate how coworker support, leadership support, procedural justice, intrinsic motivation, creative role identity, intellectual stimulation, and personalized consideration significantly impact employee creativity in private creative companies. This questionnaire has been compiled and distributed online through the WeChat app "Wenjuanxing" mini program to employees engaged in creative work in three private creative companies in Chengdu, Sichuan Province, China. The data analysis explores the factors influencing employee creativity in private creative companies in Chengdu, Sichuan. Measure and test the effectiveness and reliability of conceptual models through confirmatory factor analysis (CFA). Therefore, the factors affecting employee creativity were analyzed by applying structural equation modeling (SEM).

## 5.2 Recommendation

Researchers found that among three private creative companies surveyed in Chengdu, Sichuan, China, Coworker Support, Leadership Support, Procedural Justice, Intrinsic Motivation, Creative Role Identity, Intellectual Stimulus,

and Individualized Consideration significantly affect employee creativity. The following adjustment suggestions are made for this situation:

1. Strengthen the emphasis on these aspects throughout the company and develop corresponding implementation plans to enhance employee creativity.

2. The key factor in supporting the development of employee creativity is the company's need to strengthen the connection and communication among colleagues, especially in specific work where colleagues help and cooperate. This not only improves work efficiency but also helps to enhance employee creativity.

3. Leadership support is also important. When new or creative ideas arise, company leaders should give them enough space to express themselves and provide assistance in specific implementation to stimulate their creativity.

4. The company also needs to continuously adjust and optimize its management mechanisms and incentive measures, such as the salary system and reward measures, to stimulate employees' creativity.

5. Company managers should attach great importance to company employees' personal development strategy or promotion mechanism so that they have clear goals and development plans. This will effectively stimulate employees' subjective initiative and enhance their creativity.

6. The company should also regularly conduct relevant training or paid competition activities related to creativity to improve employee motivation and actively develop employees' creative thinking while enhancing and consolidating their professionalism.

7. Pay attention to the construction of corporate culture. This will enhance employees' sense of identification and belonging to the company, make them more focused on their work, and thus improve their creativity.

This study again demonstrates that employee creativity is the core driving force for developing private creative enterprises. In summary, the research findings benefit the company's management and human resources department by enabling them to measure and optimize employee creativity development, thereby enhancing its core competitiveness.

### 5.3 Limitation and Further Study

Due to time constraints, this study also has certain limitations. The scale, population, and sample of the three private creative companies surveyed specifically selected creative workers engaged in different creative directions within these three companies. Different analysis results may arise when investigating these three companies' various professions and business directions. Further research may investigate other structures affecting employee creativity, such as perceived work atmosphere, stress, etc. In addition, future research can be extended to how employee creativity can influence innovative business, as this behavior can create new products, services, or processes. It can bring greater development and economic returns to the company.

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