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Exploring the Drivers of Employee Creativity in Chengdu's State-Owned Creative Enterprises in Chengdu, China

Qiaochen Liu*

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Abstract

Purpose: This article aims to investigate the key factors that affect the development of employee creativity in state-owned creative companies in Chengdu, Sichuan, China. The conceptual framework proposes a causal relationship research design, data, and methods between Coworker Support, Leadership Support, Procedural Justice, Intrinsic Motivation, Intelligent Stimulation, Individualized Consideration, and Employee Creativity. **Research design, data, and methodology:** The researchers used quantitative methods (n=500) to distribute questionnaires to employees of state-owned creative companies. The study used quantitative methods to collect data from the target population through questionnaire surveys. Describe the process of data collection and statistical processing. Structural Equation Model (SEM) and Confirmatory Factor Analysis (CFA) are used for data analysis, including model fitting, structural reliability, and effectiveness. **Result:** The research findings indicate that coworker support, leadership support, procedural justice, intrinsic motivation, intelligent stimulation, and individualized consideration have a significant impact on employee creativity. Individualized consideration has the greatest impact on employee creativity, followed by intrinsic motivation, intelligent stimulation, procedural justice, leadership support, creative role identity, and coworker support. **Conclusion:** Seven hypotheses have been proven to meet the research objectives. Therefore, it is recommended that the company's management and human resources team provide evaluations, prioritize the development of employee creativity, and develop corresponding implementation plans to enhance employee creativity.

Keywords: Coworker Support, Leadership Support, Intellectual Stimulation, Individualized Consideration, Employee Creativity

JEL Classification Code: E44, F31, F37, G15

1. Introduction

The creative industry is emerging in the 21st century and is an important pillar industry vigorously developed by countries today. In the mid-to-late 1990s, the creative industry gradually emerged in China. In 2000, during the 15th Five-Year Plan period, China officially adopted the concept of the creative industry. After the Sixth Plenary Session of the 17th Central Committee, China identified the creative industry as a national strategy.

In the past few years, China has increased its support for the creative industry and actively cultivated creative talents. Simultaneously, various provinces and cities are building creative industry parks to form industrial clusters. For example, Beijing, Shanghai, Shenzhen, and other places have developed rapidly in China's creative industry and have become pillar industries in local cities in recent years. The creative industries in Chengdu, Sichuan, Changsha, Hunan, and Xi'an, Shaanxi have also developed rapidly;

In recent years, China's overall creative industry has shown a positive trend of gradual development, and the country is constantly adjusting and optimizing according to the development of the creative market, providing more support and encouragement for the development of creative talents and the creative industry. With the arrival of COVID-19, the development of creative industries, creative companies, and employees will be affected again. However,

1*Qiaochen Liu, Ph.D. Candidate in Technology, Education and Management, Graduate School of Business and Advance Technology Management, Assumption University, Thailand. Email: 737347830@qq.com

with the improvement of the epidemic, the creative industry and companies are gradually recovering, but overall development is also constantly learning and adjusting. The productivity of creative companies: Employee creativity (EC) is also more important.

Before 1978, all cultural or creative organizations in China were referred to as cultural work units, directly managed by government agencies and considered part of the government. Their job is to publicize the ideology of the CPC. Driven by economic reforms 1978, China also began cultural and creative system reforms in the late 1990s. In order to alleviate financial pressure and compete with foreign cultural or creative companies in the market, some companies in China's cultural and creative policies are gradually transforming into commercial enterprises through industrialization and collectivization (Boland & Keane, 2013; State Council, 2003). This includes book and news publishers, film studios, and television stations. In order to achieve the so-called "economies of scale," small cultural organizations with related businesses are integrated into large state-owned creative enterprises, including China Film Group and Shanghai Century Publishing Group. These state-owned enterprises hold a very important position in China's creative industry. Because they have received government support, they significantly impact policy formulation and industry management.

However, the reform still needs to fully address the obligation of state-owned creative enterprises to promote educational concepts. As cultural and creative institutions, they must generate good social benefits and contribute to building a harmonious society. As participants in the creative industry, they must achieve commercial success in domestic and global markets to enhance China's soft power. However, in the current context of China's creative industry policies, "social benefits" have always been more important than commercial profits. The government stated that the core of innovative system reform is:

Implement and improve cultural and economic policies, strengthen the supervision of state-owned cultural assets, establish mechanisms to ensure that state-owned creative enterprises prioritize the pursuit of social benefits while ensuring economic benefits, and promote the great development and prosperity of socialist cultural and creative undertakings (Central Committee of the Communist Party of China and State Council, 2015).

The transformation of the innovation system has changed the personnel management methods of state-owned creative companies. Before the reform, creative workers were seen as cadres, enjoying permanent contracts and social benefits, providing medical care, housing, and education (Xing, 1995). On the contrary, cultural or creative workers "ensure individual compliance, maintain consistency in collective order and norms, and deal with problematic and abnormal situations" (Shaw & McClure, 1996) Since the reform, the innovation system has become a normative system. Except for a few senior leaders who are still in office, most employees have now signed labor contracts and are subject to supervision by the so-called "enterprise management system."

The reform of state-owned creative enterprises is still ongoing, which has led to many disagreements. The common method of reforming state-owned enterprises in China is to replace the supervision system with a capital contribution system (Fu, 2014). In a regulatory-oriented system, central and local governments directly intervene in the management of companies based on established plans. In a sponsor-oriented model, the government only retains ownership, while companies have autonomous administrative power. So, state-owned enterprises enjoy greater autonomy in management and market competition. However, the key problem of state-owned creative companies is that one of their core tasks is to do propaganda services for the ideology of the CPC. The state provides dedicated personnel for state-owned creative enterprises, and appointed government officials are very cautious in managing state-owned creative enterprises. If regulation is relaxed, it may lead to "political errors" in creative production, posing a potential threat to the political career of managers. These companies have established strict internal supervision and review systems in response to this threat. Therefore, the unwillingness to relax regulation has led to the so-called "modern corporate system" linked to hierarchical and rigid bureaucratic structures.

This ultimately leads to significant constraints on the autonomy and self-worth of creative enterprise employees (Lin, 2018), affecting employee creativity development.

2. Literature Review

2.1 Employee Creativity

Employee creativity is defined as their innovation ability (Mittal & Dhar, 2015). It is an important source of competitive advantage for enterprises (Datche & Mukulu, 2015). Employee creativity (EC) stems from creating new knowledge and innovation, improving team efficiency, and accelerating success and development (Ibrahim et al., 2016).

The definition of employee creativity (EC) is a key factor in improving organizational productivity and efficiency, helping organizations survive and develop better (Zhou & Hoever, 2014). Organizational support can enhance employee creativity (Rhodes & Eisenberger, 2002).

Employee creativity refers to expressing creativity (Lin & Li, 2016). The creativity (EC) of employees is influenced by psychological cues, which enhances their motivation to

participate in the creative process (Zhang & Bartol, 2010).

Employee creativity (EC) is a personal phenomenon (Amabile & Pillemer, 2012). Creativity often requires risky behavior; employees' creativity is enhanced through organizational support (Neves & Eisenberger, 2014). Employee creativity (EC) requires organizational support to increase the likelihood of creative development (Zhou & George, 2001).

2.2 Coworker Support

The definition of Coworker Support is the degree to which employees believe their colleagues are willing to provide work-related assistance and help them implement it (Susskind et al., 2003). Coworker Support (CS) is beneficial for the development of personal creativity, as a supportive work environment encourages employees to actively and constructively communicate and share work experience and professional knowledge, providing a free space for the development of employee creativity (Prieto & Pérez-Santana, 2014).

Coworker Support (CS) is also an effective behavior to increase organizational engagement, job satisfaction, employee benefits and retention rates, and employee creativity (Chiaburu & Harrison, 2008). It enhances employees' creative awareness and has a positive guiding effect on creative activities (Zhou & George, 2001).

Meanwhile, Coworker Support refers to providing critical assistance in the form of sharing work experience and professional knowledge when employees encounter difficult situations or new jobs (Scott & Bruce, 1994). Coworker Support is an innovative way of working; coworkers are spokespersons of creativity (Farr & Ford, 1990).

Coworker Support refers to the behavior of colleagues showing sympathy, care, and assistance towards work, emotions, and other issues (Bani Melhem et al., 2018). Therefore, Coworker Support can enhance work methods and generate new ideas, indicating a correlation between creativity and innovative behavior (Lee & Choi, 2003).

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

2.3 Leadership Support

Leadership support refers to the degree to which leaders and employees actively participate in the creative process together (Zhang & Bartol, 2010). Leadership support is beneficial for the development of employee creativity, as supervisors who encourage and maintain cooperative interpersonal relationships can influence employee participation in the creative process by improving their self-efficacy (Cheung & Wong, 2011).

Leadership support shapes employee behavior by increasing self-expectations and subsequent motivation (Eden, 1984). When employees realize that their leaders have expectations for creative behavior, their creativity often increases (Tierney & Farmer, 2004).

Leadership support is a positive behavior of actively predicting and implementing ideas (Axtell et al., 2000). When supervisors have clear expectations for creativity, employees are more proactive in engaging in creative behavior (Carmeli & Schaubroeck, 2007).

Leadership support is a positive and creative expression behavior (Madjar et al., 2002). Therefore, leadership support is closely related to the creative behavior of employees (Shalley & Gilson, 2004). Organizations may strengthen Leadership Support so that employees will realize the importance of their leaders' active participation in the creative process (Zhang & Bartol, 2010).

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

2.4 Procedural Justice

The definition of Procedural Justice fairness is the fairness of an organization in allocating resources (Greenberg, 1990). Organizations with Procedural Justice positively impact employee rights and organizational support (Fu & Lihua, 2012).

The definition of Procedural Justice is the fairness of the decision-making process (Colquet et al., 2002). Perceived Organizational Support (POS) is one of the two important antecedents of work experience: perceived leadership support and procedural Justice (Rhodes & Eisenberger, 2002).

Procedural Justice is a tool used for decision-making (He, 2014). It is an important component of organizational Justice (He, 2014). The views of employees on Procedural Justice (PJ) are related to the procedures used to determine organizational outcomes (such as rulemaking and implementation) (Suliman & Kathairi, 2013).

Procedural Justice (PJ) is the employee's perception of the fairness of the rules or procedures used to determine work outcomes (Campbell et al., 2013). The direct and indirect relationship between Procedural Justice and employee innovative work behavior is important (Kim & Lee, 2013).

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

2.5 Intrinsic Motivation

Intrinsic Motivation is a state in which employees are attracted to work rather than participating in tasks and producing external outcomes (Deci, 1975). Intrinsic Motivation has a corresponding impact on creativity,

cognitive flexibility, and concept learning (Deci & Ryan, 2000).

Employee Internal Motivation refers to the moderating factors of organizational task complexity and innovation support, which are due to the integration of multi-level factors (i.e., individuals, units, and organizations) to understand employee innovation behavior fully (Braun et al., 2013). Intrinsic Motivation has a significant positive impact on creativity (Coelho et al., 2011), and it can greatly encourage employees' creative behavior (Kim & Lee, 2011).

Intrinsic motivation is one of the fundamental elements that guides innovation through creativity, and it is also the mechanism by which leaders influence creativity and personal innovation (Oldham & Cummings, 1996). Positive emotions can enhance employees' intrinsic motivation and have a positive impact on their creativity (Garma & Bove, 2011).

Internal motivation is an employee's interest in their work due to their reasons rather than external influences (Gumuslouglu & Ilsev, 2009). For a long time, intrinsic motivation has been considered the key to employee creativity (Amabile, 1996).

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

2.6 Creative Role Identity

Creative Role Identity is defined as the degree of creativity to which employees perceive their work as part of their self-identity (Tierney & Kong, 2003). Leaders can influence employees' creative role identification (CRI) by expanding established goals and enhancing workplace confidence (Gardner et al., 2011).

Creative Role Identity (CRI) refers to the positive impact of an employee's creative role in the workplace (Farmer et al., 2003). Leaders can influence employees' perceived creative role identity by setting clear goals or providing creative possibilities and sufficient support to achieve these goals (Koseoglu et al., 2017).

Creative Role Identity is a motivational force that encourages individuals to express themselves creatively and become creative performers (Tierney, 2015). Creative Role Identity can promote creative expression (Fisher, 1997).

Creative Role Identity refers to the creative performance of a character in the workplace (Farmer et al., 2003). Employees with strong creative role identification are highly sensitive to the background support (or threat) of their creative roles. Therefore, they are willing to view benevolent leadership from senior management as important support for their creative actions (Farmer et al., 2003).

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

2.7 Intellectual Stimulation

Intellectual Stimulation refers to the use of intellectual motivation to enhance employee interest in work and cultivate their ability to think creatively (Rafferty & Griffin, 2004). Intellectual stimulation supports and motivates employees to tackle challenges and problems in their daily work, providing good ideas for optimizing and improving products or services (Ahearn et al., 2005).

Intellectual Stimulation refers to leaders encouraging employees to explore new methods or seek innovative problem-solving solutions, forming a social significance (Burns, 1978). Intellectual stimulation can alleviate and enhance employee creativity (Zhou et al., 2011).

Intellectual Stimulation refers to how leaders can support or motivate employees to better cope with challenges and problems encountered in daily work, thereby providing good ideas for optimizing and improving products or services (Bartol & Locke, 2006). Intellectual stimulation can stimulate an individual's cognitive and creative abilities, enabling them to think independently and solve problems while fulfilling job responsibilities (Jung et al., 2003).

Intellectual stimulation refers to the ability of an organization or team manager to encourage subordinates to solve problems in new ways and cultivate employee creativity (Rafferty et al., 2004). Intellectual stimulation encourages subordinates to challenge established leadership decisions and team processes, thereby becoming more optimized (Bass et al., 1999).

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

2.8 Individualized Consideration

Individualized consideration refers to organizational managers considering employees' needs, abilities, and goals and providing guidance and assistance (Guay, 2013). Individualized consideration is implemented under newly discovered opportunities and favorable environments (Long et al., 2014).

Individualized consideration refers to leaders closely monitoring the needs of each employee, becoming their mentor or coach, and listening to their issues (Datche & Mukulu, 2015). Individualized consideration is crucial in decision-making as it involves appreciating the ideas and perspectives supported by individuals within the organization (Perry, 2016).

Individualized consideration refers to assigning employees the most competent tasks and responsibilities through leaders sensitive to specific knowledge, abilities, and personal issues (Osso Asare et al., 2005). Individualized consideration (IC) enables leaders to obtain as much information as possible through two-way communication

with employees, improving the decision-making process and quality (Avolio & Yammarino, 2016).

Individualized consideration refers to leaders acting as coaches when training subordinates to help them achieve company goals (Long et al., 2014). Leaders who focus on Individualized consideration are very sensitive to individuals and will give their employees personal attention, making them feel happy and comfortable (Ahmad & Schroeder, 2014).

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

3. Research Methods and Materials

3.1 Research Framework

This conceptual framework has been developed based on previous research frameworks. It is adapted from four theoretical models. Firstly, by Michel and Mohamed (2018). Leadership Support and Coworker Support impact employee 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 Kasımoglu and Ammari (2020). Cross-cultural change leadership and employee creativity. The conceptual framework of this study is shown in Figure 1.

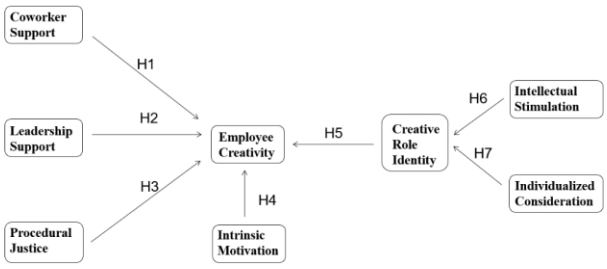

Figure 1: Conceptual Framework

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

The researchers used quantitative analysis methods to distribute survey questionnaires to employees of state-owned 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 identify the characteristics of the respondents. Secondly, to analyze all seven hypotheses, a 5-point Likert scale will be used to measure the five proposed variables, from strongly inconsistent (1) to strongly consistent (5). Finally, population issues are gender, age, and educational background. For the pilot test, the Project Objective Consistency Index (IOC) and expert ratings for the pilot test were tested on 500 respondents.

They tested the effectiveness and reliability of Cronbach's Alpha method. After the reliability test, 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) will be used to test and validate convergence accuracy. Calculate model fit measures through overall testing of given data to ensure the effectiveness and reliability of the model. Finally, researchers applied Structural Equation Modeling (SEM) to examine the influence of variables.

3.3 Population and Sample Size

In terms of sample size (Tabachnick & Fidell, 2007), it is recommended to have a sample size of 300, while (Hair et al., 2010) suggest a sample size of over 100. Some researchers believe a reasonable sample size of approximately 150 respondents is possible without missing data. Others suggest a minimum sample size of 200 (Okasha, 2020). Herzog and Bonsma (2009) pointed out that the structural equation modeling used in the study requires a minimum sample size of 100 or 200. According to Perera (2013), the more complex the model, the larger the sample size required. 500 is the minimum sample size required for complex models compared to simple models (Williams et al., 2010).

The goal of this study is for researchers to collect 500 samples from state-owned creative companies in Chengdu to obtain better statistical results. Therefore, 500 sample sizes and structural equation modeling (SEM) statistical

techniques are suitable for this study. Creative company employees are selected from regular employees who join the company. Interns will not be included in the observation group as their understanding of the company's situation is ongoing.

3.4 Sampling Technique

This study used non-probability and judgment sampling to select employees of a state-owned creative company in Chengdu, Sichuan, China. Then, using the quota sampling method, the target audience statistical data shown in Table 1 are graphic design, event planning, new media, and creative product professionals from state-owned creative enterprises and related wholly-owned subsidiaries in Chengdu, Sichuan, China. Afterward, the researchers distributed the questionnaire online and offline using convenient sampling.

Table 1: Sample Units and Sample Size

State-owned company Company Name	Creative major	Proportional Secondary Stage Sample Size
Chengdu Culture and Tourism Development Group Co., Ltd	Employees engaged in graphic design	119
	Employees engaged in event planning	139
	Employees engaged in New Media	127
	Employees engaged in creative products	115
Total	**4 majors**	**500**

Source: Constructed by author

4. Results and Discussion

4.1 Demographic Information

The population target profile of 500 participants is shown in Table 2. Males account for 42.8%, and females account for 57.2%. In terms of age groups, the largest group in this study was 26-35 years old, accounting for 42.6% of the respondents, followed by 45 years old and above at 28.6%, 36-45 years old at 18.4%, and 18-25 years old and above at 10.4%. From the respondents' educational backgrounds, the main groups include undergraduate degrees, accounting for 62.2%, and master's degrees, accounting for 33.4%, which are lower than 3.4% for undergraduate degrees and 1% for doctoral degrees, respectively.

Table 2: Demographic Profile

Demographic and General Data (N=500)		Frequency	Percentage
Gender	Male	214	42.8%
	Female	286	57.2%
Age	18-25 years old	52	10.4%。
	26-35 years old	213	42.6%
	36-45 years old	92	18.4%
	Over 45 years old	143	28.6%
Education	Junior college	17	3.4%
	Undergraduate degree	311	62.2%
	Master's degree	167	33.4%
	Doctor	5	1%

4.2 Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis (CFA) is a key starting point for structural equation modeling (SEM) (Hair et al., 2010). CFA can be used to measure the reliability and validity of variables (Byrne, 2010). Convergence validity can be measured statistically using Cronbach's Alpha reliability, factor loading, mean-variance extraction (AVE), and composite reliability (CR) (Fornell & Larcker, 1981). Factor loadings above 0.50 are important (Hair et al., 1998). The study found that the load of each factor is greater than 0.50, with most exceeding 0.70. According to Fornell and Larcker (1981) and Hair et al. (1998), the composite reliability (CR) should be 0.70 or higher, and the average variance extraction (AVE) should be at least 0.4. Table 3 shows that all estimated values are significant when the CR value exceeds 0.7, and the AVE value exceeds 0.5. Cronbach's alpha is a technique used to evaluate the internal consistency of project structures (Killingsworth & Gilbert, 2016). To demonstrate acceptable reliability, Cronbach's alpha value should be 0.7 or higher (George & Gale, 2003; Hair et al., 2010). Table 3 shows that all Cronbach alpha values are above 0.7, indicating acceptable reliability.

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	0.837	0.713-0.800	0.838	0.565
Leadership Support (LS)	Zhang and Bartol (2010)	4	0.823	0.615-0.836	0.830	0.553
Procedural Justice (PJ)	Moorman (1991)	3	0.808	0.738-0.802	0.810	0.587
Intrinsic Motivation (IM)	Zhou (1998)	3	0.780	0.730-0.756	0.786	0.551
Intellectual Stimulation (IS)	Nwagbara (2013)	4	0.861	0.731-0.858	0.862	0.612
Employee Creativity (EC)	Amabile (1988)	5	0.919	0.746-0.951	0.920	0.697
Creative Role Identity (CRI)	Fisher (1997)	5	0.933	0.790-0.953	0.932	0.735
Individualized Consideration (IC)	Karamat (2015)	5	0.925	0.701-0.978	0.926	0.718

Table 4 shows the reference values and literature for the goodness of fit. Table 4 show the goodness of fit indicators, including CMIN/DF, GFI, AGFI, NFI, CFI, TLI, and RMSEA. All these CFA statistical values are greater than the acceptable values, confirming the measurement model's goodness of fit.

Table 4: Goodness of Fit for Measurement Model

Fit Index	Acceptable Criteria	Statistical Values
CMIN/DF	≤ 5.0 (Wheaton et al., 1977)	847.230/467 or 1.814
GFI	≥ 0.85 (Sica & Ghisi, 2007)	0.907
AGFI	≥ 0.80 (Sica & Ghisi, 2007)	0.888
NFI	≥ 0.80 (Wu & Wang, 2006)	0.922
CFI	≥ 0.80 (Bentler, 1990)	0.963
TLI	≥ 0.80 (Sharma et al., 2005)	0.959
RMSEA	< 0.08 (Pedroso et al., 2016)	0.040
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

Table 5's discriminant validity is also satisfactory. The AVE square root value is greater than the factor correlation, and all variables are significant.

Table 5: Discriminant Validity

	CS	LS	PJ	IM	IS	EC	CRI	IC
CS	**0.751**							
LS	0.212	**0.743**						
PJ	0.173	0.218	**0.766**					
IM	0.219	0.314	0.127	**0.742**				
IS	0.226	0.207	0.196	0.228	**0.782**			
EC	0.358	0.387	0.327	0.353	0.217	**0.834**		
CRI	0.288	0.369	0.199	0.363	0.272	0.423	**0.857**	
IC	0.105	0.143	0.071	0.117	0.029	0.311	0.271	**0.847**

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 Hair et al. (2010) study, structural equation modeling (SEM) validated the causal relationships between variables in the proposed model and covered the measurement inaccuracies of structural coefficients. The goodness of fit index of structural equation modeling (SEM) is shown in Table 8 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 calculation in SEM and the adjustment of the model using SPSS AMOS version 26 showed a good fit of the fitting index, with CMIN/DF=2.371, GFI=0.868, AGFI=0.848, NFI=0.894, CFI=0.936, TLI=0.930, RMSEA=0.052 According to 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)	1156.994/488 or 2.371
GFI	≥ 0.85 (Sica & Ghisi, 2007)	0.868
AGFI	≥ 0.80 (Sica & Ghisi, 2007)	0.848
NFI	≥ 0.80 (Wu & Wang, 2006)	0.894
CFI	≥ 0.80 (Bentler, 1990)	0.936
TLI	≥ 0.80 (Sharma et al., 2005)	0.930
RMSEA	< 0.08 (Pedroso et al., 2016)	0.052
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 variance. The results in Table 9 assume that all hypotheses are significant at p=0.05. The result of Intellectual Stimulation (IS) on employee creativity is 0.584, while Individualized Consideration (IC) (β=0.258), Creative Role Identity (CRI) (β=0.256), Procedural Justice (PJ) (β=0.248), CowWorker Support (CS) (β=0.243), Leadership Support (LS) (β=0.192), and Intrinsic Motivation (IM) (β=0.189). This model demonstrates the variance of innovative work behavior, as shown in Table 7.

Table 7: Hypothesis Results of the Structural Equation Modeling

Hypothesis	(β)	t-value	Result
H1: CS→EC	0.243	5.268*	Supported
H2: LS→EC	0.192	4.264*	Supported
H3: PJ→EC	0.248	5.257*	Supported
H4: IM→EC	0.189	3.997*	Supported
H5: CRI→EC	0.256	6.027*	Supported
H6: IS→CRI	0.267	5.636*	Supported
H7: IC→CRI	0.258	5.904*	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 creative companies has a significant impact on their development. Coworker Support (CS), Leadership Support (LS), Procedural Justice (PJ), Intrinsic Motivation (IM), Creative Role Identity (CRI), Intellectual Stimulus (IS), and Individualized Consideration (IC) all have a significant impact on the development of creativity among employees in state-owned creative companies, with Creative Role Identity (CRI) and Procedural Justice (PJ) having a significant influence. The path coefficient in H5 is 0.267, and the T-value is 5.636, indicating the relationship between Creative Role Identity (CRI) and employee creativity in state-owned creative companies. In H3, the path coefficient between Procedural Justice (PJ) and employees' creativity in state-owned creative companies is 0.248, with a T-value of 5.257. In addition, the impact of Coworker Support (CS) on employees' creativity in state-owned creative companies was also examined. In H1, the path coefficient between Coworker Support (CS) and employees' creativity in state-owned creative companies is 0.243, with a T-value of 5.268. The standardized path coefficient between Leadership Support (LS) and employees' creativity in state-owned creative companies is 0.192, and the T-value of H2 is 4.264. In the path relationship, H4, the standardized path coefficient for Intrinsic Motivation (IM) and employees' creativity in state-owned creative companies is 0.189, with a T-value of 3.997. Intellectual Stimulus (IS) and Individualized Consideration (IC) have a significant impact on Creative Role Identity (CRI), with a standardized road coefficient of 0.267, a T-value of 5.636 in H6, and 0.258 and a T-value of 5.904 in H7, proving this relationship. The development of creativity among employees of state-owned creative companies is not only influenced by CowWorker Support (CS), Leadership Support (LS), Procedural Justice (PJ), Intrinsic Motivation (IM), and Creative Role Identity (CRI) but also by Intellectual Stimulus (IS) and Individualized Consideration (IC).

5. Conclusion and Recommendation

5.1 Conclusion and Discussion

This study focuses on examining which factors have a significant impact on the creativity of employees in state-owned creative companies in Chengdu, Sichuan, China. These hypotheses are proposed as conceptual frameworks to investigate how coworker support (CS), leadership support (LS), procedural justice (PJ), intrinsic motivation (IM), creative role identity (CRI), intellectual stimulation (IS), and personalized consideration (IC) have a significant impact on employee creativity in state-owned creative companies. This questionnaire has been developed and distributed to employees engaged in creative work at a state-owned creative company in Chengdu, Sichuan Province, China. The data analysis explores the factors influencing employee creativity in state-owned creative companies in Chengdu, Sichuan. Confirmatory factor analysis (CFA) was conducted to measure and test the effectiveness and reliability of the conceptual model. Therefore, the factors affecting employee creativity were analyzed by applying structural equation modeling (SEM).

5.2 Recommendation

Researchers have found that the key influencing factors of employee creativity in state-owned creative companies in Chengdu, Sichuan, China are coworker support (CS), leadership support (LS), procedural justice (PJ), intrinsic motivation (IM), creative role identity (CRI), intellectual stimulation (IS), and personalized consideration (IC). Therefore, developing and enhancing these aspects throughout the entire company organization is recommended to enhance employee creativity. For the significance of literature and practice, management and relevant staff need to consider promoting and developing employee creativity work plans to enhance creativity in their work. Because colleague support is one of the key factors in developing creativity among company employees, the company needs to strengthen interaction among colleagues and enhance teamwork awareness. Helping each other in the specific execution of projects enhances work efficiency and increases employee creativity.

Similarly, when employees have new or creative ideas, company leaders should give them ample space to express themselves and assist in specific implementation to stimulate their enthusiasm for creativity. The company also needs to continuously adjust and optimize its work mechanism, salary system, and other incentive mechanisms to stimulate employees' enthusiasm for creativity and enhance their creativity. In addition, the human resources department can develop personal development strategies or promotion plans

for company employees, allowing them to exercise subjective initiative and enhance their creativity awareness. Therefore, it is recommended that the company develop a training program to enhance employee creativity and improve their professional knowledge and way of thinking. Please pay attention to the construction of company culture, enhance employees' recognition and sense of belonging to the company, and enable them to be more focused while working, enhancing their creativity. Employee creativity is the core driving force behind the development of state-owned creative companies. In summary, the research results benefit the company's management and human resources departments to measure and optimize employee creativity development, thereby enhancing the company's core competitiveness. At present, many state-owned creative companies, such as Chengdu Media Group and CRRC Creative Company, have invested effort and time in developing their employees' creativity and have achieved good results quickly.

5.3 Limitation and Further Study

The limitation of this study is that, based on the size, population, and sample of the state-owned creative company surveyed, formal employees who are engaged in different creative directions and have already joined the company were specifically selected. Different analysis results may arise When investigating this company's different

professional and business directions. Further research could involve studying other structures affecting employee creativity, such as perceived company environment, work atmosphere, and creative autonomy. In addition, future research can expand to the extent that employee creativity can influence innovative business, as this behavior can create new products, services, or processes. It can provide greater development and economic returns for the company.

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