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Analysis of the Influence of Organizational Learning, Employer Branding and Work Flexibility on Workplace Innovation Behavior of Creative Industry Workers

[1]Lenny Nuraeni, [2]Rasty Yulia, [3]Ali Zaenal Abidin, [4]Sardin, [5]Cindy Sandra Lumingkewas, [6]Fatimah Malini Lubis
[1]IKIP Siliwangi
[2]Institut Maritim Prasetiya Mandiri
[3]Universitas Pamulang
[4]Universitas Pendidikan Indonesia
[5]Politeknik Negeri Manado
[6]Politeknik LP3I Jakarta
Corresponding Author: Lenny Nuraeni E-Mail: lennynuraeni86@ikipsiliwangi.ac.id

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ABSTRAK

Tujuan penelitian ini adalah untuk mengkaji bagaimana pembelajaran organisasi, employer branding, dan fleksibilitas kerja memengaruhi perilaku inovatif karyawan di sektor industri kreatif. Dalam penelitian ini, metode kuantitatif dengan desain survei digunakan, khususnya dengan ukuran sampel 120 responden yang dipilih secara purposif. Kuesioner skala Likert lima poin digunakan dalam proses pengumpulan data. Sebelum melakukan analisis regresi linier berganda, data diuji asumsi klasik normalitas, heteroskedastisitas, dan multikolinearitas. Temuan analisis menunjukkan bahwa ketiga variabel, yaitu pembelajaran organisasi, employer branding, dan fleksibilitas kerja, secara bersama-sama memengaruhi perilaku inovatif di tempat kerja, dibuktikan dengan nilai R^2 sebesar 0,68. Secara parsial, masing-masing variabel juga menunjukkan pengaruh positif, yang menunjukkan bahwa semakin kuat budaya pembelajaran dalam organisasi, semakin positif persepsi employer branding, dan semakin besar fleksibilitas kerja yang diberikan, semakin tinggi pula tingkat inovasi yang ditunjukkan oleh karyawan. Penelitian ini berkontribusi pada pengembangan teori di bidang manajemen sumber daya manusia dan dapat menjadi dasar bagi perusahaan kreatif dalam mengembangkan strategi untuk menciptakan lingkungan kerja yang mendorong inovasi berkelanjutan.

Kata kunci: pembelajaran organisasi, employer branding, fleksibilitas kerja, perilaku inovatif di tempat kerja

ABSTRACT

The purpose of this research examine how organizational learning, employer branding, and flexibility of work determine employee innovative behavior in the creative industry sector. In this study, quantitative method using survey design was employed, specifically with a sample size of 120 purposively selected respondents. A five-point Likert scale questionnaire was used in the data collection process. Before performing a multiple linear regression analysis, the data was subjected to classical assumption tests of normality, heteroscedasticity, and multicollinearity. The analysis findings indicate that all three variables, organizational learning, employer branding, and work flexibility, jointly impacted innovative behavior at work, evidenced by an R^2 value of 0.68. Partially, each variable also showed a positive effect, indicating that the stronger the learning culture in the organization, the more positive the perception of employer branding, and the greater the work flexibility provided, the higher the level of innovation demonstrated by employees. This study contributes to the development of theory in the field of human resource management and can serve as a basis for creative companies in developing strategies to create a work environment that encourages sustainable innovation.

Keywords: organizational learning, employer branding, work flexibility, workplace innovative behavior

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INTRODUCTION

The creative industry sector is now a crucial pillar of economic growth in the digital and globalization era. Along with economic value, it shows cultural value and contributes to competitiveness of a nation. Innovation at work is adaptive behavior and is key to survive and grow and address the changes and challenges (Nuraeni, 2011). Innovation is the ability to think of new ways and the flexibility to adjust and think differently about the work done routinely. In a competitive environment, technological change and customer preference volatility necessitate product and service innovation. Creative industry workers will marginalize and exhaust all of their efforts if corporate strategy won't think and innovate (Azis & Sardin, 2016). Creative industry stakeholders are best served by fostering workplace innovation and flexibility to adapt global changes to stimulate and sustain competing corporate innovation.

Encouraging innovative behavior within an organization can be strengthened through organizational learning (Samsuddin et al., 2023). The dynamic creative industries especially require this, as work in these fields demands a willingness to accept new ideas, mental flexibility, and the capacity to integrate perspectives from disparate domains (Ratnawita et al., 2023). When an organization fosters a learning culture through ongoing trainings, brainstorming, and inter-team knowledge transfer, it fosters a more caring culture for innovation (Fauzan et al., 2023). The opposite is a workplace that offers no learning and no professional growth opportunities. It cracks the organizational spirit, and ultimately innovation. Therefore, learning within the organization, even if it might feel like a weaker pillar in the entire structure, is an essential component in building and strengthening the innovative culture for people working in the creative industries (Husain et al., 2025).

Organizational learning is also enhanced by employer branding, which promotes innovative behavior in the workplace. As part of the employer branding process, the company constructs an image of the workplace, one that positions the company as an organization that supports professional development. In the creative industries, workplace reputation is especially important, as it helps the company to attract and retain high-quality creative staff (Kardini et al., 2024). Companies that cultivate a positive image by supporting the development of innovative ideas and by providing canvas for people to express their talent are likely to enhance employees' feelings of pride, emotional commitment which, in turn, strengthens their innovative behavior (Sesario et al., 2024). In contrast, a weak image which does not signal concern for professional development and growing routine is likely to promote uninspiring behavior. Because of this, branding should be a concern not only for internal marketing, but for all the other elements that set the climate for innovative behavior in the creative industries (Mohzana et al., 2023).

Flexibility in organization systems drives innovative behavior in the workplace. Work flexibility includes deciding when, where, and how to work within the constraints of the employees and the

organization (Sariani et al., 2023). This is much more vital in the creative industries, where work is inspiration-based, collaborative, and involves a lot of idea open-ended exploration (Suyatno et al., 2023). Workers in these industries need time and a laid-back atmosphere to develop new and impactful ideas. When organizations offer flexible systems, employees feel more valued, and this appreciation increases their intrinsic motivation to create. For instance, hybrid work systems or flexible work hours allow individuals to find their best work rhythm (Rony et al., 2023). On the other hand, rigidity in systems increases stress and, ultimately, blocks creativity. Therefore, flexibility in work arrangements improves the well-being of employees and is a primary motivator of innovative behavior in the workplace of the creative industries.

The primary interest of this research is to understand the impact of organizational learning, organizational image as a workplace, and work flexible on employee innovative behavior within the creative industries. This research is expected to contribute to the human resource management discipline, especially the literature focusing on workplace innovation. This research appreciates the influence of learning culture, image of the organization as a desirable employer, and the degree of work flexibility on the creative process. On the other hand, it is also expected that the results obtained will serve as a reference to the management of creative firms in developing sound policies.

RESEARCH METHOD

A quantitative study using a survey method examines the effects of organizational learning, company image as a place of work, and work flexibility on employee innovative behavior in the creative industry. A purposive sample of 120 respondents was selected based on the following criteria: (1) currently employed in the creative sector for not less than a year, (2) engaged in jobs requiring innovation and creativity, (3) employed in a company that practices an employer branding approach to recruiting and retaining talent, and (4) has worked under flexible work arrangements, including flexible schedules, hybrid work, or flexible work methods. The measuring instrument's validity was established through item-total correlation for correlation values above 0.30 and a significance level of less than 0.05. Meanwhile, reliability was tested using Cronbach Alpha with a standard value of more than 0.70 as an indicator of a reliable instrument. Before conducting multiple linear regression, the data were first tested through a series of classical assumption tests. The main analysis was conducted using multiple linear regression to determine the extent of influence of each variable, both simultaneously and partially, on innovative behavior in the workplace among creative industry workers.

RESULT AND DISCUSSION

The validity test results show that all questions on the variables of organizational learning, employer branding, work flexibility, and workplace innovation behavior have an item-total correlation above 0.30 and a significance value below 0.05. This indicates that all items used in the research instrument are valid. Meanwhile, the reliability test using Cronbach's Alpha produced a value above 0.70 for each variable, indicating that the measuring instrument has a good level of internal consistency and is reliable. The normality test conducted using the Kolmogorov-Smirnov method produced a significance value above 0.05, indicating that the data are normally distributed. Furthermore, the heteroscedasticity test using the Glejser approach showed no heteroscedasticity problem, as all variables had a significance value above 0.05. The multicollinearity test also showed good results, where the tolerance value for all independent variables was above 0.10 and the VIF value was less than 10. Based on these results, it can be concluded that the data in this study has met all the requirements for validity, reliability, and classical assumptions, making it suitable for use in multiple linear regression analysis.

The analysis of multiple linear regression in this research demonstrates that the employed model holds significance overall. The calculated F-value surpassing the F-table value, together with a significance level lower than 0.05 supports this finding. It means that, in combination, organizational learning, employer branding, and work flexibility exert influence on employees' innovative behaviors within the creative industries. The value of the coefficient of determination ($R^2 = 0.68$) indicates that 68% of the workplace innovative behavior is explained by the three variables. The other 32% is explained by other factors outside this model. Concisely, the t-test results show that each of the independent variables plays a positive and significant role in workplace innovative behavior. This is evidenced by the calculated t-value surpassing the t-table, and the significance being under the 0.05 level. The positive regression coefficient reflects that the organizational learning improvements, positive company image as a workplace, and the provision of sufficient work flexibility, are factors that can galvanize creative employees to exhibit more innovative behaviors.

Study findings confirm that organizational learning positively and significantly influences innovative workplace behavior of employees in the creative industries. Hence, the learning culture that a company gets to appreciate and value, the more likely its employees show inventive behavior and actions in the performance of their duties. Organizational learning allows employees to hone their knowledge and become more sophisticated in their skills and to adjust flexibly to the fast-paced changes in the creative industries. Organizational learning includes regular training, targeted workshops, cross teamwork discussions, and experience sharing sessions designed to promote idea exchanges. This variety and the concomitant processes of idea organization and integration can generate new proposals that expand the repertoire for dealing with a challenge and enhance the level of creativity in addressing that challenge. Employees whose companies encourage learning and growth intellectually and professionally will be

more willing to try new things and take the initiative in innovations. Conversely, if there are no learning opportunities, employees are likely to get stuck in a routine, and their willingness to change will drop. The findings presented in the article show that the basis for knowledge- based excellence is a learning organization. Thus, apart from the individual skills that building learning opportunities fosters, it also builds the collective innovative and collaborative spirit in the organization.

After the learning by organizations, employer brand is the next factor that has a positive impact on innovative workplace behavior. Companies that encourage creativity at work, provide their employees with opportunities to grow, and recognize employees' contributions create innovative behavior among employees. This, however, gets more significant in creative industries where inspiring and emotionally supporting environments nurture employees' emotional attachment. When employees find that their company is supporting new ideas, encouraging their expression, and recognizing their work, they become proactive. On the other hand, poor branding leads to less innovation because employees feel that they are not recognized. These results are in line with the theory of employer branding influence on the innovation culture in the workplace. In this case, workplace strengthening employer branding, positively impacts innovative workplace behavior in creative industries.

It is also revealed by this research that a flexible work arrangement has a positive impact on employees' innovative workplace behavior, particularly the staff in creative industries. Studies provide evidence that when employees are allowed to decide their working hours and location as well as the method of work, they get the chance to become innovative and find new sources of inspiration. In creative workplaces, the generation of ideas is said to be most effective when employees operate in loosely structured environments. Employees value the freedom and their improved positive emotions elevate their intrinsic motivation to bring about innovation even further. This form of flexibility improves employees' work and personal life, and they arrive at work energised and mentally prepared to face work challenges. These findings are consistent with other studies that identify flexibility as an important source of innovative workplace behavior. Thus, organisations that promote flexibility are likely to provide advantageous environments for sustained innovation development in the creative industries.

CONCLUSION

To sum up, we can state that organizational learning, the employer's image as a place of work, and the flexibility of work, in the integration, have a positive and considerable influence on the innovative behavior of individuals in workplaces that demand high creativity. Within the workplace, developed learning systems concerning creative organizational functions promote the employees' openness towards novelty, thereby stimulating individual creativity. Furthermore, developed employer images facilitate the integration of emotional participation of employees and significantly contribute their discretionary effort on the innovation-enhancing tasks of the company. In addition, positive employer images promote the

emotional participation of employees, and work flexibility, through the altering of the work hours and methods, creates a work atmosphere that is charged and supportive of creative idea generation. Therefore, in dealing with the creative employees, it is of high importance the player of the creative industry to develop systems of continuous learning in the company and in the employer image for the creative processes. The integration of these three approaches is of high importance for the maintenance of innovative work environments. In this way, the company can defend its competitive position and promote growth in the creative sector, which is characterized by high competition.

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