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The Influence of Psychological Empowerment, Digital Competence, and Innovation Climate on Innovative Work Behavior of Employees in the Creative Industry

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ABSTRAK
Perilaku inovatif karyawan merupakan aset penting bagi organisasi yang beroperasi di industri kreatif yang membutuhkan kemampuan untuk menghasilkan ide-ide baru dan menciptakan konten orisinal. Studi penelitian ini menyelidiki bagaimana pemberdayaan psikologis bersama dengan kompetensi digital dan iklim inovasi memengaruhi perilaku kerja inovatif karyawan dalam lingkungan kerja industri kreatif. Para peneliti melakukan penelitian mereka menggunakan pendekatan penelitian kuantitatif yang melibatkan tata letak penelitian eksploratif. Para peneliti mengumpulkan data dengan memilih 150 partisipan yang bekerja di berbagai subsektor industri kreatif melalui pengambilan sampel bertujuan. Para peneliti melakukan analisis regresi linier berganda pada data setelah menyelesaikan pengujian validitas dan reliabilitas bersama dengan pengujian asumsi klasik yang meliputi pengujian normalitas dan pengujian multikolinearitas serta pengujian heteroskedastisitas. Temuan menunjukkan bahwa pemberdayaan psikologis bersama dengan kompetensi digital dan iklim inovasi bertindak sebagai efek positif ganda yang menghasilkan peningkatan perilaku kerja inovatif. Temuan menunjukkan bahwa organisasi dapat meningkatkan kreativitas dan inovasi karyawan dengan mengembangkan pemberdayaan psikologis dan kompetensi digital bersama dengan menciptakan suasana tempat kerja yang mendukung inovasi. Studi ini memberikan wawasan manajemen yang dapat ditindaklanjuti yang dapat diterapkan organisasi untuk menciptakan program pengembangan sumber daya manusia yang mencakup inisiatif pemberdayaan dan program pelatihan digital serta pengembangan budaya organisasi untuk inovasi. Studi ini memperluas kerangka teoritis industri kreatif berbasis digital melalui penyajian penelitian baru tentang perilaku inovatif.
Kata kunci: Pemberdayaan Psikologis, Kompetensi Digital, Iklim Inovasi, Perilaku Kerja Inovatif

ABSTRACT
Employee innovative behavior serves as an essential asset for organizations which operate in creative industries that require them to generate new ideas and create original content. The research study investigates how psychological empowerment together with digital competence and innovation climate impacts employee innovative work behavior within creative industry work environments. The researchers conducted their research using a quantitative research approach which involved an explanatory research layout. The researchers gathered data by selecting 150 participants who worked in various subsectors of the creative industry through purposive sampling. The researchers conducted multiple linear regression analysis on the data after completing validity testing and reliability testing together with classical assumption tests which included normality testing and multicollinearity testing and heteroscedasticity testing. The findings showed that psychological empowerment together with digital competence and innovation climate acts as a dual positive effect which results in increased innovative work behavior. The findings show that organizations can enhance employee creativity and innovation by developing psychological empowerment and digital competence together with creating a workplace atmosphere that supports innovation. The study delivers actionable management insights which organizations can apply to create human resource development programs that include empowerment initiatives and digital training programs and organizational culture development for innovation. The study expands the theoretical framework of digital-based creative industries through its presentation of fresh research about innovative behavior.
Keywords: Psychological Empowerment, Digital Competence, Innovation Climate, Innovative Work Behavior

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INTRODUCTION

The creative industry needs its innovative and creative ideas to maintain its primary competitive advantage. Creative industry companies need to create new products and services because technological progress and changing consumer behavior result in continuous market transformations during the digital age (Zakaria et al., 2025). The sustainable innovation development process of organizations depends on employee innovative work behavior as its critical success factor. Through innovative work behavior individuals create original concepts which they transform into practical solutions for their organization. Employees who engage in innovative behavior will generate fresh concepts which they will advance as solutions that bring benefits to their organization (Harahap et al., 2025). Companies need to study which elements motivate employees to display innovative work behavior because not every employee shows strong capabilities for innovation. Researching the factors that influence innovative work behavior will help organizations compete better in the creative industry which has become more competitive (Retno et al., 2024).

The psychological empowerment process creates a mental condition which allows people to control their work hours and their job abilities and their job worth and their job performance. Creative workers require psychological empowerment because it fuels their efforts to create innovative solutions through their dedicated work and their courageous exploration of new ideas (Fibriany et al., 2025). When employees receive psychological empowerment in their workplace then they will develop strong internal motivation and they will gain the ability to make decisions effectively. The solution requires them to explore fresh inventive concepts while they search for solutions to their organizational challenges (Harahap et al., 2025). Digital competence refers to the ability of an individual to use digital technologies in order to accomplish their work tasks effectively. Digital competence represents a crucial component for the creative industry because it enables companies to create new products by using their technological advancements (Djunaedi et al., 2025). Employees who possess strong digital competence skills can create new ideas by using various digital tools which also help them complete their tasks more effectively. Digital competence allows employees to access more information while they use technology in their artistic development process (Tawil et al., 2025). The innovation climate creates a workplace environment which supports creative work and testing activities and the development of new ideas. A work environment which supports innovation provides the creative industry with an essential requirement to maintain operational activities (Nuraeni et al., 2025). A positive innovation climate provides space for employees to experiment without fear of failure and encourages collaboration between individuals in developing creative ideas (Sari et al., 2024).

The research study investigates employee innovative work behavior in creative industry workplaces through three factors which include psychological empowerment and digital competence and innovation climate. The study aims to develop existing knowledge about human resource management and

organizational behavior with a focus on research about innovation in the creative industry. The research examines how psychological factors and technological aspects and organizational climate contribute to employee innovation practice. The study results will help organizations create management strategies which enhance innovative work behavior through employee empowerment initiatives and digital competence development and innovation-friendly work environment creation. The development of employee innovative behavior enables creative industry organizations to enhance their competitive edge while maintaining sustainable business operations.

RESEARCH METHOD

The researchers used a quantitative research design to investigate how three variables psychological empowerment and digital competence and innovation climate affected the innovative work behavior of creative industry employees. The research design of the study applied explanatory research methods which employed statistical analysis to test research hypotheses. The research study investigated employees who worked throughout different subsectors of the creative industry. The study used purposive sampling methods to choose participants who worked in the creative industry for one year or more and who engaged in the innovation process and used digital technology in their work. The study collected information from 150 research respondents who participated in the research process. The researchers conducted a validity test before conducting the main analysis by using a t-test on the item-total correlation which required all items to show valid status when their significance value dropped below 0.05 and their correlation value exceeded the established minimum threshold. The researchers used Cronbach's Alpha method for reliability testing to check the internal consistency of the instrument which required an alpha value of 0.70 or higher for passing criteria. The researchers performed classical assumption tests to examine normality and multicollinearity and heteroscedasticity in order to verify that the regression model satisfied all necessary statistical requirements. The researchers used multiple linear regression data analysis methods after all necessary conditions had been fulfilled.

RESULT AND DISCUSSION

The multiple linear regression analysis results demonstrate that psychological empowerment and digital competence and innovation climate together impact employee innovative work behavior in the creative industry because their F test results show statistical significance at 0.000. The three independent variables in this research model explain 81% of innovative work behavior variation because the coefficient of determination R^2 value reaches 0.81. The three independent variables demonstrate positive significant effects on innovative work behavior because their significance levels fall below 0.05. The

research results show that when companies improve psychological empowerment and digital competence and innovation climate their employees will show more innovative behavior in the creative industry.

The study results demonstrate that psychological empowerment produces positive outcomes which result in enhanced innovative work performance by employees working in creative industries. The research demonstrates that employees who receive higher psychological empowerment level will produce more innovative work solutions. The four psychological empowerment dimensions enable employees to establish internal motivation which leads them to perceive their work as important because it produces vital results. The creative industry requires creativity and fresh concepts as its main sources of competitive advantage which makes work autonomy essential for fostering innovation. Employees who receive workplace empowerment gain increased self-confidence which enables them to suggest new ideas while they display the strength to carry out those ideas. Psychological empowerment boosts intrinsic motivation which serves as a crucial requirement for long-term innovation development. Employees who believe their organization trusts them by giving them decision-making power will actively seek to create new solutions for their work-related problems. The work process benefits from this because it motivates employees to do more than their regular tasks and develop innovative solutions that provide additional value. Psychological empowerment serves as an essential element which establishes a workplace atmosphere that fosters innovative work practices in creative industries that depend on individual creativity for their operations.

The study results demonstrate that digital competence positively impacts employees' innovative work behavior within the creative industry. The research shows that employees with digital technology understanding can operate digital systems better. The creative industries now require technology for their entire product development process because they need it to create their products. Employees who possess advanced digital skills can use all software and digital platforms and modern technologies to develop market-specific creative solutions. Employees who possess digital competencies can access wider information resources which they use to combine different knowledge sources during their innovation process. Employees who manage their work duties can work more efficiently because they discover methods to create new value. Employees who possess strong digital skills can adapt to new technologies which enables them to stay informed about fast-changing industry developments. The creative industry requires this skill because technological developments bring constant changes to the industry. Digital competence serves as a dual function because it provides employees with support while it drives them to participate in innovative work activities.

The research findings demonstrate that innovation climate at work sites directly enhances employee creative work performance in the creative industry. The study shows that work environments which provide innovation support function as a vital element which drives employees to develop innovative work practices. Organizations use innovation climate to measure their staff members ability to conduct

creative work and experimental activities while developing new concepts. Employees in work environments that maintain a high innovation climate feel secure to share their original concepts because they will not face negative evaluation or their ideas being rejected. Organizations which establish strong innovation climates provide all essential resources which assist their teams throughout the full process of innovation including training programs and technological resources and executive support. Employees at cooperative workplaces exchange their ideas which creates joint efforts that produce better innovative results. Workers who operate in workplaces which nurture innovation demonstrate increased enthusiasm for providing innovative solutions to their tasks. The process creates an organizational culture which values innovation because every employee receives motivation to develop original ideas which help them perform their job duties. The organizational innovation climate establishes actual behavior patterns which shape how employees behave while developing their personal work and how they create the organization's overall innovation practices.

CONCLUSION

The research findings demonstrate that psychological empowerment and digital competence together with innovation climate conditions boost employees' creative work performance within the creative industry. Psychological empowerment enables employees to develop self-confidence through their work control abilities which they use to create new solutions. Digital competence enables employees to use technology for creating industry-specific innovations. The innovation climate creates a workplace which promotes innovative behavior through organizational support together with organizational transparency and the chance to test new ideas which employees receive. Creative industry organizations must develop employee empowerment initiatives that allow workers to make decisions while they receive acknowledgment for their achievements. Organizations need to implement ongoing training programs which will help staff members develop their digital competencies and learn about new technological advancements and digital systems which they will use in their professional duties. The management team must create an innovation environment that enables employees to work together while taking risks and developing new ideas. The organization will achieve ongoing improvement in innovative work behavior through these strategies which enable them to compete successfully in the creative industry market.

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