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MILLENNIAL GENERATION CREATIVITY IN NON-ROUTINE WORK: THE ROLE OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL IDENTIFICATION

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Abstract

Many Millennials are already working in non-routine jobs with little standardization and high level of repetition. So that the demands for creativity also become very high. This raises the question of "How in this millennial era a worker can do non-routine jobs activities and develop their creativity?", which in other social processes is also very influential on creativity. Therefore, the purpose of this paper is to re-examine the relationship of a transformational leader to creativity in non-routine jobs which will have an impact if it is strengthened by organizational identification. Because some workers of organizational groups tend to evaluate and promote ideas as more creative ideas, which are in line with a shared understanding of creativity in organizations. In this study, we calculated a mediated moderation model with 176 millennial workers from private companies and services located in Jakarta. The data were analyzed using the Structural Equation Model (SEM) method using SmartPLS 3.0. The results confirm our hypothesis that organizational identification can mediate transformational leadership in encouraging millennial workers, when they use less restrictive time to do non-routine jobs, so that they can develop creativity. Although there are still some weaknesses, transformational leadership still has a positive impact on creativity through work motivation in their group's social identity.

Key words: Creativity, non-routine jobs, organizational identification, transformational leaders

1. Introduction

Creativity in an individual's thinking cannot be separated from the communities and social groups in which they develop (Haslam et al., 2015). Therefore, in the millennial era, industries and modern business organizations increasingly seek to explore and foster employee creativity. According to Kong et al. (2019), this can be achieved through enhanced learning that strengthens employees' creative self-efficacy, as some employees perceive learning as a prerequisite for improving creativity in their work. Creativity can also be developed through employee reward programs, although employees must learn to overcome various challenges when dealing with problems and increasing creative demands (Li et al., 2018). Such learning is important for directing creative thinking and action toward intentionality and motivation, enabling individuals to overcome various perceptions and transform routine activities into non-routine work, with implications for entrepreneurship and other forms of organizational creativity (Thompson, 2018).

Leaders also play an important role in developing employee creativity by fostering a creative self-identity that encourages employees to perceive themselves as creative individuals (Wang & Zhu, 2011). According to Negoro et al. (2021), through the implementation of reward systems, leaders can motivate and encourage innovation and creativity among organizational members, thereby improving team capabilities and facilitating the discovery of new knowledge. Accordingly, the stronger the motivation provided by transformational leaders to their employees, the higher the employees' performance and creativity compared with situations in which transformational leadership is weak (Barlian Isa & Rahmat Syah, 2021). This is particularly important because organizational environments characterized by a negative climate may further discourage employees with relatively low levels of creativity due to prevailing organizational norms (Choi et al., 2009).

Transformational leaders can help establish norms and codes of conduct that encourage employees to become more creative within their groups (Wang & Rode, 2010). Transformational leaders can transfer their creativity-related norms and values into strategies that enhance the creativity of both groups and followers. This is consistent with Rhian Indradewa et al. (2020), who found that transformational leadership has a positive relationship with knowledge personalization strategies.

From another perspective, Aghaz and Hashemi (2014) and Zappalà et al. (2019) suggest that creativity can be associated with organizational identification, which represents how individuals define themselves as part of an organization. Through this psychological connection, employees may develop a stronger sense of belonging that extends beyond their formal employment contracts (Benedek et al., 2020; Gozukara & Simsek, 2015). According to Younas et al. (2020), employees with such a connection may become less concerned about their job security and can focus more effectively on their tasks.

Consequently, this attachment can encourage the emergence of new ideas and more innovative work behaviors (Benedek et al., 2020; Gozukara & Simsek, 2015).

Employees with strong organizational attachment may also be more willing to take risks in challenging work situations and participate in a broader range of tasks (Nazir et al., 2020). Through these experiences, they can exercise their cognitive abilities to enhance their knowledge and creativity, as suggested by Zhan et al. (2019). These characteristics may also be associated with dimensions such as dedication and vigor (Fu Lam et al., 2018; Kahn et al., 2018; Sheikh et al., 2019), as well as a high level of absorption (Chaudhary et al., 2018).

Previous studies have also examined the role of job routineness in shaping creativity. Goos et al. (2014) observed a decline in certain types of employment as job routineness increased, reflecting recent developments in the changing nature of work and the growing demand for creativity. Similarly, when job routineness is relatively low, skill-based employment tends to increase (Reijnders & de Vries, 2018). Chae and Choi (2019) further argued that repetitive or routine work may free employees' cognitive resources, allowing them to devote greater attention to non-routine aspects of their work. However, non-routine work and trial-and-error activities may expose employees to uncertain tasks; therefore, appropriate control mechanisms and effective work-process approaches remain necessary (Ohly et al., 2006). Meanwhile, Choi et al. (2009) found that highly routine work can quickly generate boredom, reducing intrinsic motivation and, consequently, innovation and creativity.

Nevertheless, research examining millennial creativity in non-routine work remains relatively limited, and the findings of existing studies are not always consistent. According to Mamertino (2017), approximately 48% of millennials show a strong preference for non-routine work, compared with only 39% of baby boomers. Millennials are also particularly interested in cognitively demanding work. Ferri-Reed (2012) and Thompson and Gregory (2012) argued that the continuously increasing proportion of millennials in the workforce requires leaders to change the way they manage and develop this generation.

Although some perspectives suggest that millennials have certain weaknesses, such as unrealistic expectations and relatively low organizational loyalty, these characteristics may reflect their tendency to seek self-identification through organizational values. For millennials, alignment between their personal work values and organizational values may be more important than loyalty to the organization itself (Ferri-Reed, 2012; Thompson & Gregory, 2012).

This study also applies a different analytical approach from previous research because the proposed model involves relatively complex moderation and mediation relationships. In previous research, Liu et al. (2021) still needed to conduct additional hierarchical regression analyses to further investigate whether a curvilinear relationship existed between non-routine work and creativity. Accordingly, a more comprehensive analytical

approach is required to examine the complex relationships among the constructs proposed in this study.

Considering the aforementioned background, organizations need to manage millennial employees more effectively. According to Aruna and Anitha (2015), engaging and satisfying millennial employees can be challenging because they tend to demand a supportive work environment. This includes greater freedom and flexibility in managing their working time (Martin, 2005). A high level of autonomy may strengthen millennials' confidence in the outcomes of their efforts and hard work rather than emphasizing compliance with organizational rules alone. Consequently, autonomy can provide greater satisfaction and motivation, allowing them to develop their capabilities and become more creative (Cleavenger & Munyon, 2013).

This study further considers the national context of the participants, as much of the existing research has predominantly involved participants from Western societies. As noted by Shen et al. (2011), existing research findings may not adequately represent the global population in the context of creativity and non-routine work. Therefore, this study seeks to reduce this sampling imbalance and contribute to a broader foundation for generalizing findings concerning millennial creativity.

Accordingly, this quantitative study aims to re-examine the relationship between non-routine work and creativity among millennials and to investigate the moderating roles of transformational leadership and organizational identification in this relationship.

LITERATURE REVIEW

Organizational Identification

According to Abdullah et al. (2017), Cornwell et al. (2018), Lu et al. (2018), and Riketta (2005), two important aspects of organizational identification are an individual's sense of belonging to the organization and awareness of their role within the organization. In relation to employees' attitudes and behaviors, organizational identification can be understood as a psychological state that reflects the potential relationship between employees and the organizations in which they work (Aghaz & Hashemi, 2014; Bednar et al., 2020; Cornwell et al., 2018).

Strong organizational identification may encourage employees to associate their future careers with the organization because they perceive the organization's interests as their own (Yasir & Majid, 2019). In the process of organizational identification, organizations tend to select employees who can contribute to organizational goals and demonstrate commitment to organizational missions (Gümüş et al., 2012). Similarly, when employees identify themselves strongly with their organization, they are more likely to pursue and accomplish organizational goals (Ngo et al., 2013). Therefore, employees tend to seek organizations whose beliefs and values are consistent with their own (Gümüş et al., 2012). This is consistent with Mozes et al. (2011), who argued that individuals are more likely to perceive themselves as an integral part of an organization when their identification with

that organization is strong. Consequently, what happens to the organization may also be experienced psychologically by its members (Epitropaki, 2013), creating a greater tendency among employees to support and defend their organization (Gümüş et al., 2012).

Transformational Leadership

According to McCleskey (2014) and Tse and Chiu (2014), transformational leadership refers to a leadership approach in which leaders use their influence to increase followers' awareness of the importance and value of desired outcomes through specific leadership practices. This leadership concept emphasizes the leader's role in motivating and inspiring employees while facilitating a supportive work environment that enables the achievement of shared organizational goals (Caillier, 2014).

This argument is supported by Nguyen et al. (2017), who suggested that, in addition to inspiring followers, transformational leaders can encourage them to achieve higher levels of managerial performance. Transformational leadership is therefore considered an effective leadership style for empowering employees and maintaining productivity (Dubois et al., 2015). According to Cheung and Wong (2011) and Omar (2013), transformational leadership can also enhance creativity, satisfaction, performance, organizational commitment, work engagement, and followers' organizational behavior.

Transformational leaders can motivate employees by communicating a compelling organizational vision and encouraging them to work toward achieving that vision. This can be accomplished by developing close relationships with employees, understanding their individual needs, and supporting them in realizing their potential so that they can contribute more effectively to the organization (Fitzgerald & Schutte, 2010).

Furthermore, transformational leaders can motivate followers through inspiration while simultaneously promoting employees' intelligence, knowledge, skills, and learning through intensive intellectual stimulation (García-Morales et al., 2012). This is consistent with Bellé (2014) and Rawung et al. (2015), who emphasized four major characteristics of transformational leadership: inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration.

Non-Routine Work

According to Autor et al. (2003), the distinction between routine and non-routine work can be observed through the nature of the tasks and the extent to which creativity is required. Routine tasks are generally specific and performed according to established instructions and procedures, whereas non-routine work requires greater flexibility, creativity, problem-solving, and interpersonal interaction.

Examples of non-routine occupations include managerial and professional positions, technicians, physicians, public relations managers, financial analysts, programmers, and economists. Cortes et al. (2014) classified occupations based on aggregated three-digit census occupational codes into non-routine cognitive, routine cognitive, routine manual, and non-routine manual categories.

According to Blinder and Krueger (2013), routine tasks generally involve relatively simple and predictable problems, making them easier to standardize or substitute. Incontrast, non-routine work requires complex thinking, judgment, human interaction, and higher-order skills, although technological developments may also affect these types of occupations. Reijnders and de Vries (2018) similarly argued that technological change is associated with a relative increase in non-routine occupations compared with routine occupations across countries.

Creativity

Previous studies have conceptualized creativity in different ways. Ul-Hassan et al. (2013), for example, conceptualized creativity as a personal characteristic, whereas other studies have viewed it as a process. Haslam et al. (2015) further suggested that these two components—process and self-identity—are interconnected. When individuals belong to a group, the creative actions of other group members can stimulate self-evaluation of their own creative behavior and encourage them to share, extend, and even challenge existing group values through new creative ideas.

Gong et al. (2009) defined creativity as the process of developing novel and useful ideas that can ultimately improve organizational efficiency and effectiveness. Creativity can also be reflected when employees use diverse skills, abilities, knowledge, perspectives, and experiences to generate new ideas or innovations in decision-making, problem-solving, and the efficient completion of tasks (Cheung & Wong, 2011).

Positive work experiences may further strengthen employees' competence and encourage creative behavior, particularly in generating new ideas for solving problems. This process is associated with divergent thinking, in which cognitive styles influence the development of creative thinking (Martens, 2011).

Millennials

In this study, the millennial generation is defined as individuals born between 1981 and 2000 (Al-Asfour & Lettau, 2014; Fry, 2015). According to Li and Hou (2012), millennials place considerable value on interpersonal harmony within their work communities and on maintaining constructive relationships with leaders. They are more likely to receive support from others when team members maintain positive and mutually respectful relationships. Such conditions may also contribute to a positive relationship between access to organizational resources and the effort employees devote to their work (Lin, Y. et al., 2015; Lin, J. et al., 2015).

Millennials tend to have a relatively low preference for routine work and are generally more open to innovative ideas. They may also be willing to take challenging risks that provide opportunities for higher levels of creativity (Fong et al., 2018; Xiao & Cooke, 2019). According to Zhu et al. (2018), when millennials encounter challenges, they can acquire new knowledge and skills that contribute to creativity and the generation of novel ideas. Such experiences may also strengthen their confidence and proactive approach to

solving workplace problems.

Clemons (2014) described millennials as a highly diverse and culturally aware generation. Their attitudes and behaviors are substantially shaped by the social environments in which they were raised (Lyons & Kuron, 2014; Solnet & Kralj, 2011). Millennials may also have strong ambitions to attain senior leadership positions through promotion to strategically important managerial roles and may experience disappointment when such advancement does not occur as expected (Gergen et al., 2014).

Their technological capabilities and ability to learn quickly can help organizations become more responsive and efficient. Globalization and social media have also played important roles in shaping the distinctive characteristics of the millennial generation (Aruna & Anitha, 2015). According to Thompson and Gregory (2012), these developments have enabled millennials to establish and develop professional relationships through social networks.

At the same time, millennials tend to place considerable importance on achieving an appropriate work–life balance. These characteristics raise an important question regarding whether millennials' organizational commitment primarily originates from identification with the organization itself or whether it is substantially influenced by the leadership they experience.

HYPOTHESIS DEVELOPMENT

The Relationship Between Non-Routine Work and Creativity

Liu et al. (2021) assumed that non-routine work represents the opposite end of the work-routineness continuum and may have either positive or negative effects on creativity, depending on contextual factors. According to Liu et al. (2021), non-routine work is an important but insufficient condition for creativity because jobs or tasks must provide employees with opportunities to develop creative solutions. Non-routine work involves relatively little repetition and fewer predetermined rules, thereby stimulating employees' cognitive thinking and providing a potentially favorable starting point for the development of novel ideas.

Nevertheless, non-routine work alone may not be sufficient to generate creativity because merely providing opportunities for creativity does not necessarily lead to creative outcomes. During the creative process, social factors also play an important role in determining whether creative ideas are considered useful and socially acceptable (Haslam et al., 2013). Thus, although non-routine work provides greater opportunities for employees to explore alternative solutions, its contribution to creativity may depend on the social and organizational context in which the work is performed. Based on this argument, the following hypothesis is proposed:

H1: Non-routine work is related to creativity.

The Relationship Between Transformational Leadership and Organizational Identification

Organizations increasingly require leaders to establish a connection between employees' identities and organizational identity through the ways in which they address and respond to employees' concerns, as such connections may improve employee performance. According to Avolio and Gardner (2005), transformational leadership emphasizes the role of leaders in stimulating individual and organizational change and helping employees achieve their aspirations.

In this context, organizational vision can serve as an important mechanism for maintaining long-term relationships between group members and their organizations. Gouldner (1960), Liu et al. (2016), and Zhao et al. (2019) suggested that this relationship is important for developing organizational identification because it encourages employees to accept and align themselves with the organization's values, mission, and vision. Transformational leaders can therefore develop employees' attitudes and enthusiasm within their teams while encouraging them to become active participants in achieving organizational objectives.

One of the primary objectives of transformational leadership is to strengthen organizational identification by encouraging employees to listen to, reflect upon, and ultimately accept organizational goals. Furthermore, the internalization of organizational goals can encourage employees to engage in actions through which they can express themselves (Kark & Shamir, 2013). Consequently, organizational goals may increasingly become integrated with individual goals, resulting in stronger organizational identification.

Johnson and Dipboye (2008) further argued that transformational leadership can facilitate the development of followers' full potential. Through this leadership process, employees may perceive the organization as effective and capable of providing opportunities for their future development.

Previous studies have confirmed that transformational leadership can positively influence organizational identification (Dvir et al., 2002). Social identity is also an important construct for understanding transformational leadership (Kark & Shamir, 2013). According to Kark and Shamir (2013), the relational and collective levels of the self-concept represent two distinct processes associated with transformational leadership. At the relational level, followers may identify with a particular leader, whereas the activation of the collective self may strengthen their social identification with the organization.

Transformational leaders also tend to emphasize fairness and engage in symbolic actions that enhance followers' self-esteem, thereby encouraging followers to identify more strongly with their leaders and organizations. Based on these arguments, the following hypothesis is proposed:

H2: Transformational leadership is positively related to organizational identification.

Organizational Identification as a Moderator of the Relationship Between Non-Routine Work and Creativity

According to Haslam et al. (2013), the relationship between organizational identification

and creativity becomes particularly relevant when social identity is salient. Under such conditions, creative behavior can be evaluated with reference to group preferences and norms. When employees perceive themselves as members of a particular organization and strongly identify with that organization, they are more likely to experience a sense of security in their work environment (Younas et al., 2020).

Employees with strong organizational identification may consequently generate more innovative ideas in their work (Bednar et al., 2020; Lee & Yang, 2015; Nazir et al., 2019). They may also be more willing to undertake challenging routine or non-routine tasks involving greater levels of risk (Nazir et al., 2020). Such experiences can stimulate employees' cognitive abilities and contribute to the development of their knowledge and creativity (Zhan et al., 2019).

Soda et al. (2019) emphasized the strong relationship between organizational attachment and employees' contributions, as organizations depend substantially on employee contributions for their development. Within organizations, employees may demonstrate creative behavior across different positions and under various psychological or mental demands. Organizations therefore need to encourage behaviors that continuously stimulate employee creativity (Li, H. et al., 2019; Li, S. et al., 2019).

When employees begin to perceive organizational interests as their own interests, their careers become increasingly connected with the future of the organization (Yasir & Majid, 2019). This relationship is also important for organizational leaders because employees who strongly identify with their organizations may be more willing to provide suggestions, contribute new ideas, and share knowledge that can improve organizational efficiency (Ghosh, 2015; Kim et al., 2018; Zhao et al., 2019).

According to Haslam et al. (2013), perceptions of creativity may differ among employees because ideas considered creative by one individual may not necessarily be perceived as creative by others. Consequently, certain ideas may receive limited recognition or support. Organizational identification may therefore play an important role in encouraging employees to develop and express their creative capabilities. Lee et al. (2019) suggested that employees may continue to receive support for creativity, career advancement, and personal recognition.

When social identification is high, creative outcomes may be evaluated according to established group norms. Conversely, when personal identity is more salient, ideas that deviate from group norms may still be perceived as creative (Adarves-Yorno et al., 2006). Similarly, Round and Styhre (2017) argued that personal and social identification within organizations need to be balanced to enable artistic freedom and the realization of creative ideas.

Haslam et al. (2013) and Round and Styhre (2017) further suggested that organizational identification can serve a supportive function during the idea-realization stage, although the centrality of personal identification may operate somewhat differently in relation to creativity. Hirst et al. (2009) argued that the creative process may become stronger when individuals identify with their groups, particularly when they encounter difficulties. In

contrast, individuals with weak group identification may be more likely to abandon their efforts when facing challenges. Social groups are therefore important for sustaining the promotion and eventual realization of creative ideas.

Accordingly, strong organizational identification is expected to strengthen the extent to which non-routine work facilitates employee creativity. Thus:

H3: A high level of organizational identification strengthens the relationship between non-routine work and creativity.

Transformational Leadership as a Moderator of the Relationship Between Non-Routine Work and Creativity

The importance of the relationship between transformational leadership and employee creativity has attracted considerable scholarly attention because of its implications for sustainable organizational performance. Previous research has generally demonstrated a positive relationship between transformational leadership and creativity (Mittal & Dhar, 2015).

In industrial settings, Dubois et al. (2015) suggested that transformational leaders can maintain employee productivity in both routine and non-routine work by inspiring and empowering their employees. This leadership approach is closely related to organizational objectives because transformational leaders guide and inspire employees toward the achievement of organizational goals (Caillier, 2014; Masa'deh et al., 2016; Trmal et al., 2015).

Such leadership behaviors can stimulate followers to become more innovative and creative while encouraging them to develop their ability to solve complex problems, including those encountered in non-routine work (McCleskey, 2014). Similarly, Rawung et al. (2015) argued that employees become more creative and innovative when transformational leaders provide intellectual stimulation that encourages their cognitive development.

Furthermore, individuals may benefit from processes that allow routine or familiar activities to become more automatic, thereby freeing conscious cognitive resources for creative activities (Quinn et al., 2012). In this way, employees may become better able to transform non-routine tasks into more creative outcomes. Transformational leaders can facilitate this process through explicit learning, intellectual stimulation, and guidance concerning ideas and outcomes that are valuable to the organization.

Therefore, when transformational leadership is strong, the creative opportunities provided by non-routine work are expected to produce stronger creative outcomes. Accordingly:

H4: A high level of transformational leadership strengthens the relationship between non-routine work and creativity.

Organizational Identification as a Mediator Underlying the Moderating Role of Transformational Leadership in the Relationship Between Non-Routine Work and Creativity

Based on the preceding arguments, non-routine work is important but may not be sufficient to generate creativity. Through the important role of transformational leadership, however, creativity in non-routine work can be enhanced. Transformational leaders may influence creativity directly by acting as role models and establishing a shared organizational vision, or indirectly by strengthening followers' organizational identification (Dvir et al., 2002).

Organizational identification is also important in determining whether non-routine work can be transformed into highly creative outcomes. A shared social identity and organizational vision can facilitate the generation of novel and useful ideas and support their expression and development over time (Haslam et al., 2013).

Thus, transformational leadership may strengthen the relationship between non-routine work and creativity partly through the organizational identification developed among employees. Based on these arguments, the following hypothesis is proposed:

H5: Organizational identification mediates the moderating effect of transformational leadership on the relationship between non-routine work and creativity.

The Millennial Generation as a Moderator of the Relationship Between Non-Routine Work and Creativity

Ferri-Reed (2014) noted that millennials have been present in industrial and office workplaces for a considerable period, and their increasing representation in the workforce has moved discussions beyond simple stereotypes concerning whether millennials contribute positively or negatively to organizations. Nevertheless, assessments of the millennial generation have often remained disproportionately influenced by negative stereotypes.

According to Thompson and Gregory (2012), some characteristics commonly regarded as weaknesses among millennials may instead provide opportunities for organizations, particularly when transformational leadership is applied effectively. For example, millennials' relatively low organizational loyalty may coexist with entrepreneurial potential, creativity, ambition, and an ability to develop productive client relationships. Broadly, non-routine occupations include managerial, professional, and service-related work. These categories correspond with several characteristics and preferences commonly associated with millennial employees, including a preference for informal working environments, greater autonomy, flexibility, and access to advanced technology, which may enable them to work effectively in less rigid organizational settings (Al-Asfour & Lettau, 2014; Aruna & Anitha, 2015; Ertas, 2015).

According to Thompson and Gregory (2012), millennials value flexibility, including opportunities for remote work, part-time arrangements, and flexible working hours, all of which have become increasingly feasible through technological developments and virtual working environments. Millennials have also demonstrated considerable interest in occupations related to education, arts, entertainment, physical sciences, and social sciences, many of which can be categorized as non-routine cognitive occupations.

This is consistent with Aruna and Anitha (2015), who argued that millennial employees tend to prefer challenging work. They are particularly attracted to tasks involving problem-solving, social collaboration, and project-oriented activities (Clemons, 2014). Millennials also demonstrate considerable concern for social issues. McGlone et al. (2011), for example, suggested that many millennials are reluctant to work for companies perceived as lacking social responsibility and tend to have greater confidence in organizations that make positive contributions to society.

Previous research further suggests that millennials require training and direct interaction with other employees (Al-Asfour & Lettau, 2014; Ferri-Reed, 2013). They may also benefit from multimedia-based training that develops their creative capabilities both laterally and vertically. Through technology-supported learning systems, their creativity can continue to develop over time (Aruna & Anitha, 2015).

Millennials are accustomed to receiving information through technology-based websites and videos, particularly when information is delivered in concise and accessible formats (Ferri-Reed, 2013). Technology can therefore automate certain aspects of training and potentially improve its effectiveness. It may also facilitate multitasking and enable millennials to develop within work environments that encourage creativity and independence (Aruna & Anitha, 2015).

These characteristics suggest that the relationship between non-routine work and creativity may differ according to the characteristics associated with the millennial generation. Therefore, the following hypothesis is proposed:

H6: The millennial generation moderates the relationship between non-routine work and creativity.

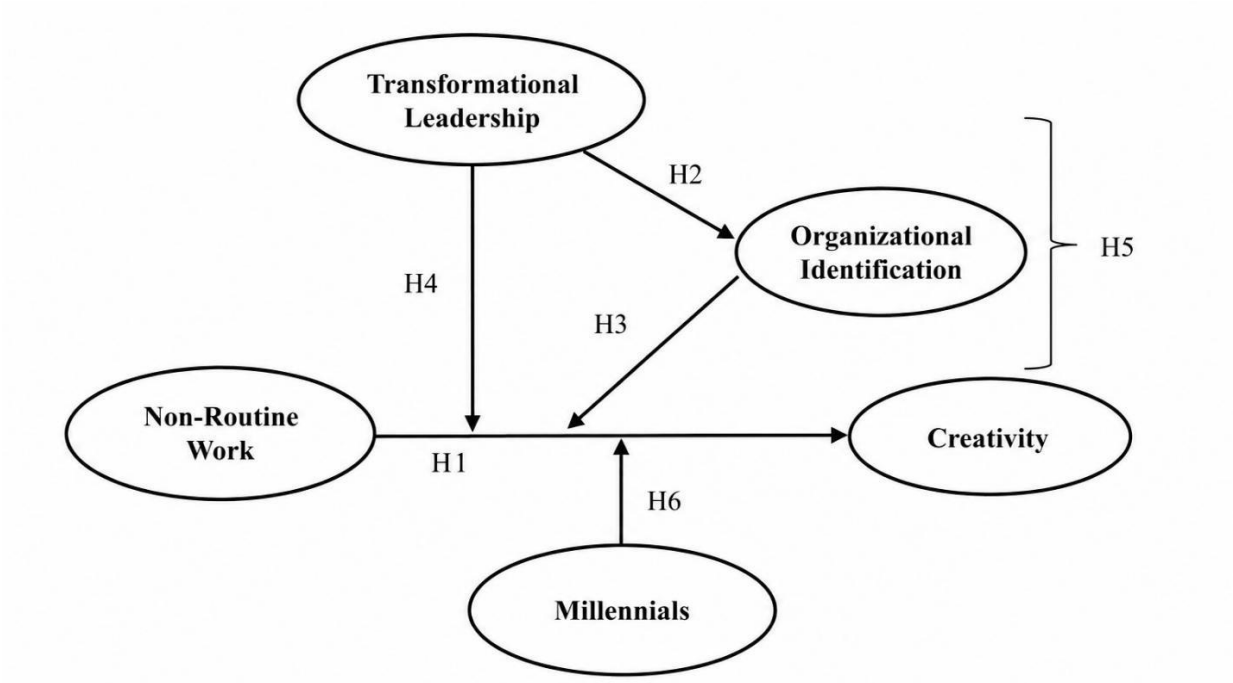


Figure 1. *Proposed Research Model*

METHODOLOGY

Data were collected through an online questionnaire administered using Google Forms. To minimize ambiguity, the questionnaire employed simple and easily understood statements while maintaining respondent anonymity. These procedural measures were adopted to reduce the potential for common method bias that may arise in questionnaire-based research (Podsakoff et al., 2003). All variables were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Non-routine work was measured using seven items adapted from Jehn (1995). Transformational leadership was measured using eleven items adapted from Podsakoff et al. (1990). Organizational identification was measured using four items adapted from Mael and Ashforth (1992), while employee creativity was measured using four items adapted from Tierney et al. (1999).

The millennial construct incorporated several dimensions. Work engagement was measured using eight items adapted from Schaufeli and Bakker (2004), work autonomy was measured using four items adapted from Morgeson and Humphrey (2006), and job boredom was measured using one item adapted from van der Heijden et al. (2012). In addition, the control variable was measured using six items adapted from Bateman and Crant (1993), given its relationship with perceived job autonomy (Fuller et al., 2010) and employee creativity (Sears et al., 2018). Proactive personality was controlled for to ensure that the results were not systematically biased. Overall, the measurement instrument

consisted of 45 items.

To examine the role of millennials in the relationship between non-routine work and creativity, the study population consisted of employees working in private-sector and service companies in Jakarta. A non-probability purposive sampling technique was employed to select respondents who met predetermined eligibility criteria (Etikan et al., 2016). Specifically, respondents were required to have been born between 1981 and 2000 (Al-Asfour & Lettau, 2014; Fry, 2015), corresponding to the millennial age range of approximately 21–41 years at the time of data collection. In addition, respondents were required to perform non-routine work and to work under the supervision of a leader or manager within their organization. Based on these criteria, a total of 176 eligible respondents were obtained.

This study employed Structural Equation Modeling (SEM) as the quantitative analytical approach, with data processed using statistical software. The validity and reliability of the measurement instruments were assessed prior to the main analysis. The Kaiser–Meyer–Olkin (KMO) measure and Measure of Sampling Adequacy (MSA) were used to evaluate the adequacy of the data for factor analysis. A KMO value above the minimum threshold of 0.50 and an MSA value of ≥ 0.50 in the anti-image correlation matrix were considered acceptable, indicating adequate suitability for factor analysis. Reliability was evaluated using Cronbach's alpha, with higher values approaching 1 indicating greater internal consistency (Hair et al., 2019).

Based on the pre-test results, all measurement items for transformational leadership, organizational identification, non-routine work, creativity, and the millennial construct were found to meet the validity and reliability requirements. Consequently, all 45 items were retained for use in the main survey. The detailed pre-test results are presented in Appendix 5.

The final sample consisted of 176 respondents who met the predetermined eligibility criteria. The study subsequently employed SmartPLS for data analysis. With reference to the sample-size consideration stated in Hair et al. (2019), the adequacy of the sample was assessed in relation to the number of variables included in the analytical model.

RESULTS

The respondents in this study were employees engaged in non-routine work in private-sector and service companies in Jakarta. Based on the online survey data collected through Google Forms and compiled using Google Sheets, 176 out of 190 respondents (93%) met the predetermined eligibility criteria and were included in the analysis.

Of the 176 eligible respondents, 109 (62%) were male and 67 (38%) were female. In terms of age, 49 respondents (28%) were aged 22–26 years, 31 respondents (18%) were aged 27–31 years, 38 respondents (21%) were aged 32–36 years, and 58 respondents (33%) were aged 36–40 years.

Regarding educational attainment, the majority of respondents held a diploma or

bachelor's degree, accounting for 118 respondents (68%). This was followed by 45 respondents (25%) with a senior high school or vocational high school education, nine respondents (5%) with a master's or doctoral degree, and four respondents (2%) with a junior high school education.

The respondent data further indicated that more than 30% of the employees had part-time work schedules. This finding suggests that a proportion of millennial employees had relatively flexible or non-standard work schedules, potentially providing them with opportunities to engage in other creative activities during their available time. Detailed demographic characteristics of the respondents are presented in Appendix 4.

Measurement Model Assessment

The measurement model was evaluated by examining convergent validity, discriminant validity, and composite reliability. The structural model and research hypotheses were subsequently assessed after the measurement indicators had satisfied the required criteria for convergent validity, discriminant validity, and composite reliability.

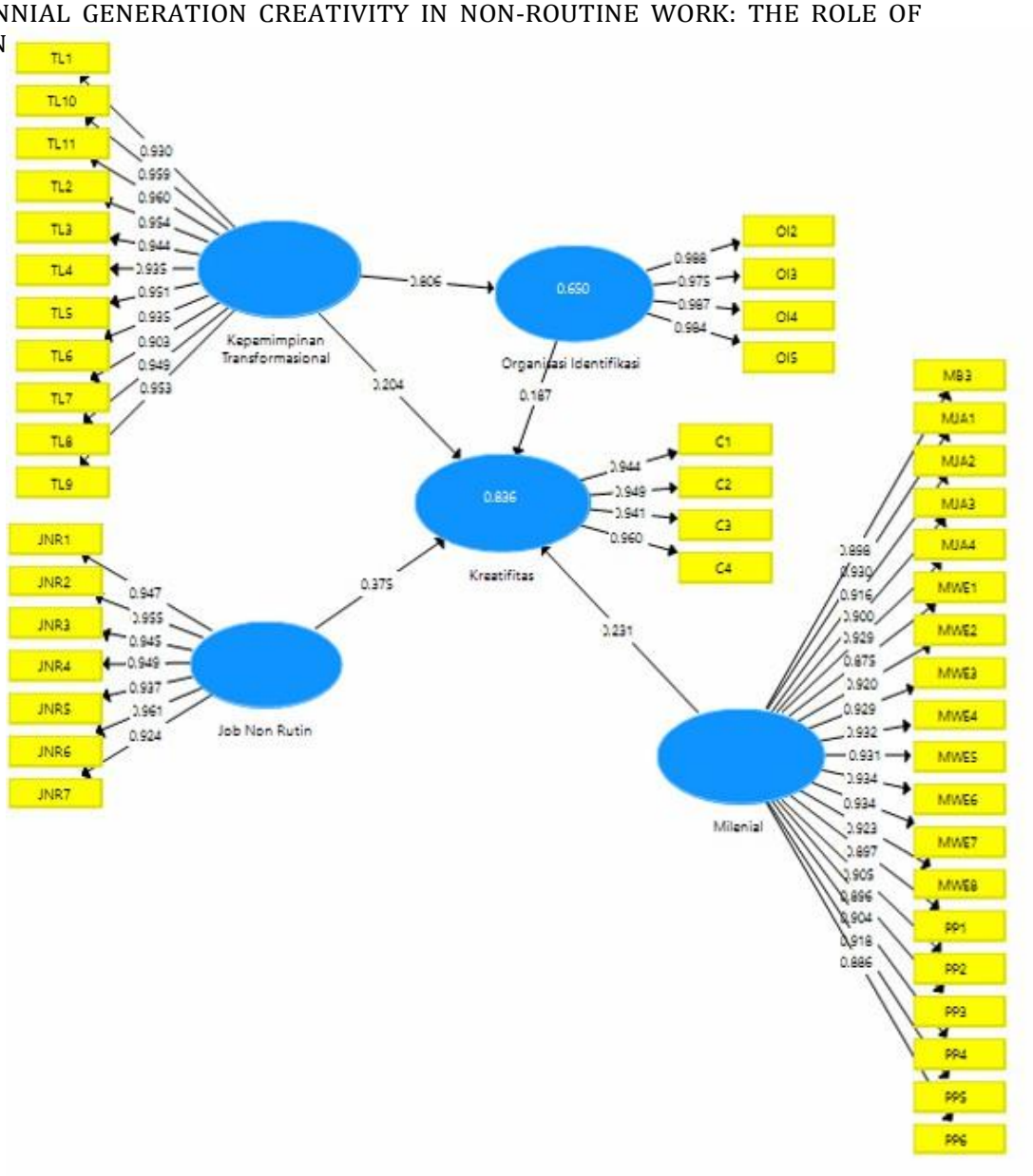


Figure 2. Outer Model

Measurement Model Assessment

Convergent validity was assessed by examining the outer loading of each indicator on its respective construct. For confirmatory research, indicator loadings of 0.70 or higher are generally considered acceptable, whereas lower thresholds may be considered in exploratory or scale-development studies. As the present study represents a confirmatory extension of previous research, an outer loading threshold of 0.70 was applied.

The PLS-SEM estimation results showed that all indicators had outer loadings of at least 0.70 on their respective constructs, as illustrated in Figure 2. In addition to indicator loadings, convergent validity was assessed using the Average Variance Extracted (AVE). A construct is considered to demonstrate adequate convergent validity when its AVE

exceeds 0.50. As presented in Table 1, all constructs had indicator loadings above 0.70 and AVE values above 0.50. Therefore, the measurement model satisfied the criteria for convergent validity.

Construct reliability was assessed using Cronbach's alpha and composite reliability. Cronbach's alpha values above 0.70 indicate satisfactory internal consistency, while composite reliability values should also meet the recommended reliability threshold (Sarstedt et al., 2017). The results presented in Table 1 indicate that all constructs achieved satisfactory levels of internal consistency and composite reliability.

Table 1. Reliability and Validity Assessment

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Non-Routine Work	0.980	0.983	0.894
Transformational Leadership	0.988	0.989	0.890
Creativity	0.963	0.973	0.900
Millennials	0.989	0.990	0.835
Organizational Identification	0.989	0.992	0.967

Source: Primary data processed by the authors (2022).

Discriminant validity was subsequently assessed to ensure that each latent construct was empirically distinct from the other constructs in the model. Discriminant validity was evaluated by comparing the square root of the AVE for each construct with its correlations with the other constructs. Adequate discriminant validity is established when the square root of a construct's AVE exceeds its correlations with other constructs.

Cross-loadings were also examined as an additional assessment of discriminant validity for the reflective measurement model. An indicator should exhibit a stronger relationship with its intended construct than with other constructs in the model. The results showed that the square root of the AVE for each construct exceeded its correlations with the other constructs, indicating that the measurement model satisfied the discriminant validity criteria. Detailed results of the discriminant validity assessment are presented in Tables 6 and 7.

Model Fit Assessment

After the validity and reliability of the measurement model had been established, model fit was evaluated. The Standardized Root Mean Square Residual (SRMR) was used to

assess the approximate fit of the PLS model. An SRMR value below 0.10 indicates an acceptable model fit, while a value below 0.08 indicates a particularly good fit.

As reported in Table 8, the SRMR values for the saturated and estimated models ranged from 0.029 to 0.055. Since these values were below the threshold of 0.10, the model demonstrated an acceptable fit.

Structural Model and Hypothesis Testing

The significance of the direct and indirect effects was assessed using the bootstrapping procedure. An effect was considered statistically significant when the *p*-value was below 0.05 and the *t*-statistic exceeded 1.96. The structural model is presented in Appendix 9.

The hypothesis-testing results revealed that most of the proposed relationships were statistically significant. Specifically, non-routine work was significantly related to creativity (H1, $p < 0.001$), while transformational leadership was positively related to organizational identification (H2, $p < 0.001$). Organizational identification significantly moderated the relationship between non-routine work and creativity (H3, $p = 0.025$).

In contrast, the moderating effect of transformational leadership on the relationship between non-routine work and creativity was not statistically significant (H4, $p = 0.432$). Therefore, H4 was not supported. The millennial construct significantly moderated the relationship between non-routine work and creativity (H6, $p = 0.003$).

Regarding the indirect effect, organizational identification significantly mediated the moderating role of transformational leadership in the relationship between non-routine work and creativity (H5, $p = 0.019$). Thus, H5 was supported.

Table 2. Hypothesis Testing Results

Hypothesis	Hypothesized Relationship	*p*-Value	Decision
Direct and Moderating Effects			
H1	Non-routine work is related to creativity.	< 0.001	Supported
H2	Transformational leadership is positively related to organizational identification.	< 0.001	Supported

Hypothesis	Hypothesized Relationship	*p*-Value	Decision
H3	Organizational identification strengthens the relationship between non-routine work and creativity.	0.025	Supported
H4	Transformational leadership strengthens the relationship between non-routine work and creativity.	0.432	**Not supported**
H6	The millennial construct moderates the relationship between non-routine work and creativity.	0.003	Supported
Indirect Effect			
H5	Organizational identification mediates the moderating effect of transformational leadership on the relationship between non-routine work and creativity.	0.019	Supported

DISCUSSION

This study empirically re-examined the roles of organizational identification and transformational leadership in explaining millennial employees' creativity in non-routine work. The findings provide several important insights into the relationships among non-routine work, transformational leadership, organizational identification, and creativity.

First, the findings demonstrate that non-routine work has a positive relationship with employee creativity. Non-routine work is characterized by considerable task variation and frequently requires employees to solve problems using flexible approaches. When employees encounter challenging problems, they are encouraged to develop new ways of

thinking and generate alternative solutions. Such conditions may promote divergent thinking, through which cognitive processes facilitate creative thought and idea generation (Martens, 2011). Creativity can therefore emerge from complex thinking, judgment, interpersonal interaction, and the application of higher-order skills (Cheung & Wong, 2011).

When employees are given sufficient cognitive space to address complex tasks, they can concentrate their available cognitive resources on work activities that provide opportunities for creativity. Employees engaged in highly non-routine work may therefore devote more of their cognitive resources and energy to generating creative outcomes. In contrast, employees whose jobs involve a combination of routine and non-routine tasks may face additional challenges because they must continuously switch between tasks requiring creativity and those requiring standardized responses. Consequently, it may be more difficult for these employees to deliberately create sufficient time and cognitive space for creative activities while simultaneously completing routine tasks (Liu et al., 2021). These findings support the proposition that non-routine work provides an important contextual foundation for employee creativity.

Second, the findings reveal a significant positive relationship between transformational leadership and organizational identification. Transformational leaders can motivate and encourage employees by communicating the organization's vision, mission, and objectives and by encouraging employees to align their work with these organizational aspirations. Transformational leaders may also strengthen their relationships with employees by understanding employees' needs and supporting their contributions to the organization.

A shared organizational vision, mission, and set of objectives can serve as an important mechanism for maintaining long-term relationships between organizational members and the organization itself (Gouldner, 1960; Liu et al., 2016; Zhao et al., 2019). Transformational leadership can therefore facilitate individual and organizational change by helping employees connect their personal aspirations with organizational goals. In turn, stronger organizational identification may enhance the effectiveness of transformational leadership.

This finding is consistent with previous research suggesting that social identity is an important construct for understanding transformational leadership (Kark & Shamir, 2013). Leaders also play an important role in developing employees' social identity in response to continuous changes in contemporary work environments (Reijnders & de Vries, 2018). Accordingly, organizations should pay greater attention to millennial employees' perceptions of organizational identification and their individual needs as mechanisms for encouraging employee creativity (Froese, 2013; Gu et al., 2020).

Third, the results indicate that organizational identification strengthens the relationship

between non-routine work and creativity. Employees' careers may become increasingly connected with the future of their organizations when they perceive organizational interests as being aligned with their own. When employees develop a strong psychological attachment to their organizations, they may become more willing to contribute beyond their formal responsibilities and demonstrate creative behavior across different work situations.

In other words, stronger organizational identification enhances the extent to which non-routine work can stimulate creativity. This finding is consistent with Hirst et al. (2009), who argued that creative processes become stronger when individuals identify with their groups than when such identification is weak. Stronger organizational identification may therefore encourage employees to become more deeply involved in their work. This

interpretation is also consistent with Shuck et al. (2017), who suggested that highly engaged employees are more likely to demonstrate creativity by contributing innovative ideas.

An important implication of this finding is that stronger organizational identification can motivate employees to remain engaged in non-routine tasks and utilize their creativity to improve organizational performance (Zhang, S. et al., 2018; Zhang, Y. et al., 2020). Organizational identification therefore appears to provide an important social and psychological context through which the creative potential of non-routine work can be realized.

Fourth, contrary to the proposed hypothesis, transformational leadership did not significantly strengthen the relationship between non-routine work and creativity. Thus, although transformational leadership may contribute to several desirable organizational outcomes, its direct moderating role in converting non-routine work into creativity was not supported in this study.

One possible explanation is that some millennial employees may place considerable importance on autonomy and may not necessarily respond positively to organizational policies or directions established by their leaders. Differences in leadership approaches may also influence the extent to which leaders are able to respond effectively to employee needs (Long, 2017). Consequently, transformational leadership alone may not be sufficient to strengthen the creative effects of non-routine work.

Previous studies have similarly reported mixed findings regarding the effects of transformational leadership on creativity (Koh et al., 2019). One potential explanation for these inconsistencies is the nature of the tasks employees perform, which has often been overlooked in previous studies and may vary considerably across organizational contexts (Herrmann & Felfe, 2013). The extent to which work is genuinely non-routine may therefore determine whether employees perceive creativity as necessary for successful task completion.

When employees do not perceive a strong need to be creative, the influence of transformational leaders on follower creativity may be limited. Future leadership research

should therefore consider the relevance of task characteristics when examining the relationship between leadership and creativity, particularly in relation to novel and non-routine tasks (Herrmann & Felfe, 2013).

The cultural context may provide an additional explanation. The GLOBE studies demonstrated that perceptions and expectations of effective leadership differ across societies (House et al., 2008). Examining transformational leadership and employee creativity among workers in Jakarta therefore extends the discussion beyond organizational contexts predominantly represented by Western samples. For some millennial employees, high levels of autonomy may strengthen confidence in their own efforts and accomplishments rather than emphasizing compliance with organizational rules. Consequently, autonomy provided by transformational leaders may contribute to satisfaction, motivation, development, and creativity (Cleavenger & Munyon, 2013).

Fifth, despite the non-significant direct moderating effect of transformational leadership, the results indicate that organizational identification significantly mediates the moderating role of transformational leadership in the relationship between non-routine work and creativity. This finding suggests that the influence of transformational leadership on creativity in non-routine work may operate through employees' identification with the organization rather than solely through a direct leadership mechanism.

Organizational identification may provide transformational leaders with an important mechanism for encouraging millennial employees to develop their capabilities and engage in creative behavior. Strong relationships between leaders and employees can be reinforced through organizational practices such as career advancement opportunities and personal recognition that address employees' needs. At the same time, creative outcomes may continue to be evaluated in relation to prevailing group norms when social identification is strong.

The positive influence of leaders on follower development may therefore depend on their ability to build employees' motivation and identification with the organization. This mechanism is particularly relevant given the dynamic nature of non-routine work, including variations in workflows, organizational restructuring, and transitions from routine to non-routine tasks. Under such circumstances, transformational leadership may help prevent demoralization and negative self-perceptions among employees (Dvir et al., 2002).

Transformational leaders may also emphasize fairness and shared organizational objectives, thereby encouraging employees to identify with their leaders and collectively pursue organizational goals (Kark & Shamir, 2013). Organizational identification can consequently facilitate the transformation of non-routine work into creative outcomes because a shared social identity and organizational vision provide a foundation for generating, communicating, and sustaining novel and useful ideas over time (Haslam et

al., 2013).

Finally, the findings indicate that the millennial construct positively moderates the relationship between non-routine work and creativity. Millennial employees are often attracted to relatively informal and flexible working environments supported by advanced technologies. Such environments may provide conditions that enable them to work autonomously while maintaining productivity and creativity.

Greater autonomy may strengthen millennial employees' confidence in their abilities and work outcomes, shifting their motivation away from mere compliance with organizational rules toward greater self-direction. Consequently, autonomy can contribute to satisfaction and intrinsic motivation, enabling employees to develop their capabilities and become

more creative. In the context of non-routine work, these characteristics may strengthen the creative potential of millennial employees.

This finding is consistent with Oldham and Cummings (1996) and Sung et al. (2017), who suggested that job complexity provides employees with opportunities for personal challenge, responsibility, and self-direction. Because non-routine tasks are generally complex and challenging, they may stimulate intrinsic motivation and thereby facilitate creative achievement among millennial employees.

Similarly, Zhu et al. (2018) argued that when millennials encounter challenging situations, they have opportunities to acquire new knowledge and skills that can facilitate creativity and the generation of novel ideas. Such experiences may also strengthen their confidence and proactive problem-solving behavior. Moreover, millennials' familiarity with technological environments and flexible work arrangements, including remote and part-time work, may provide additional opportunities to perform work virtually and with greater flexibility (Thompson & Gregory, 2012).

Overall, the findings demonstrate that the relationship between non-routine work and creativity cannot be understood solely from the characteristics of the task itself. Organizational identification plays an important role in strengthening the creative potential of non-routine work and in transmitting the influence of transformational leadership. At the same time, the characteristics associated with millennial employees further strengthen the relationship between non-routine work and creativity. These findings highlight the importance of considering task characteristics, leadership, organizational identification, and generational work characteristics simultaneously when explaining creativity in contemporary organizations.

CONCLUSION

Most of the hypotheses proposed in this study were supported. The findings demonstrate that millennial employees' creativity in non-routine work can be enhanced through transformational leadership, particularly when employees develop strong organizational identification. However, transformational leadership did not significantly strengthen the relationship between non-routine work and creativity directly. This finding suggests that

the influence of transformational leadership on creativity may depend on the social and organizational mechanisms through which leadership is experienced by employees.

The findings further highlight the importance of social identity in contemporary work environments characterized by continuous change and increasingly diverse tasks. Millennial employees are frequently required to develop new approaches to performing and solving complex work-related problems. Although creativity may partly originate from the characteristics of the work itself, the results of this study suggest that creativity is a complex process involving an interaction between task characteristics and social processes associated with leadership and organizational identification. Developing a deeper understanding of the balance between employees' freedom to be creative and their need for a salient social identity therefore represents an important direction for future creativity research.

This study also provides evidence that organizational identification, when combined with transformational leadership, can help millennial employees utilize the flexibility associated with non-routine work to develop their creativity. Although transformational leadership has certain limitations in directly strengthening the relationship between non-routine work and creativity, transformational leaders may adopt flexible approaches to address followers' needs while maintaining integrity in their leadership practices (Long, 2017). Transformational leadership can therefore contribute positively to creativity by strengthening employees' motivation and identification with their organizational groups. These findings provide insights into how transformational leaders can interact more effectively with millennial employees, although challenges remain in collectively managing a millennial workforce, particularly when organizational changes and regulations are perceived as restricting employee autonomy.

Limitations and Future Research

This study has several limitations that provide opportunities for future research. First, the proposed model was examined based on the current configuration of the variables and did not investigate the effects of changes occurring within different social or organizational contexts. The sample was limited to employees working in private-sector and service companies. Future research could therefore examine other organizational settings and investigate whether the proposed relationships change when employees move between non-routine and routine work.

Second, the transformational leadership examined in this study was situated within an Asian cultural context, which may differ from leadership practices in other cultural settings. Future research could investigate whether the relationships identified in this study remain consistent when transformational leadership is practiced in European or other cultural contexts. It would also be valuable to compare transformational leadership with other leadership styles and to examine whether changes in task characteristics influence the effectiveness of different leadership approaches.

Third, this study primarily focused on the idea-generation stage of creativity. However, creativity and innovation involve multiple stages extending beyond the generation of novel ideas. Future research could therefore investigate the entire creativity process, including idea generation, idea promotion, implementation, and realization. Transformational leadership may have different effects across these stages.

Cross-cultural research would also be valuable in determining how cultural and national contexts influence the relationships identified in this study. Different cultural beliefs may shape the leadership behaviors considered effective in managing millennial employees (Cox et al., 2014). Comparative studies across countries could therefore provide a better understanding of how effective leadership behaviors vary across cultural environments.

Finally, future studies should investigate whether higher levels of employee creativity ultimately result in greater innovation. Innovative behavior extends beyond the generation of novel ideas and includes persuading others, obtaining managerial support, mobilizing organizational resources, and maintaining commitment to an idea until it is successfully implemented. These activities require substantial social support, and organizational identification may provide an important mechanism for facilitating such support.

Managerial Implications

This study offers several managerial implications. First, organizations should recognize the creative potential inherent in non-routine work. Challenging and varied tasks can provide millennial employees with opportunities to develop new knowledge, generate innovative ideas, and strengthen their creative capabilities. Organizations can therefore design jobs that provide appropriate levels of autonomy, flexibility, and problem-solving opportunities while ensuring that employees have sufficient resources to address complex tasks effectively.

Second, managers should not assume that transformational leadership alone will automatically enhance the creative effects of non-routine work. The findings indicate that organizational identification plays an important role in this process. Transformational leaders should therefore strengthen employees' sense of belonging and alignment with organizational values, goals, and identity. By developing stronger organizational identification, leaders may motivate employees to remain engaged in non-routine tasks and utilize their creativity to improve organizational performance.

Third, organizations managing millennial employees should seek an appropriate balance between organizational direction and employee autonomy. Excessive control may restrict the flexibility that millennial employees require to generate creative solutions, whereas insufficient organizational identification may weaken their willingness to direct creative efforts toward organizational objectives. Managers should therefore create an environment in which employees have sufficient freedom to explore new ideas while maintaining a strong connection with the organization's broader goals.

Overall, this study demonstrates that creativity among millennial employees in non-

routine work is shaped not only by the characteristics of the work itself but also by the social and organizational context in which the work is performed. Organizational identification appears to be an important mechanism connecting transformational leadership with creativity, while the characteristics associated with millennial employees further strengthen the creative potential of non-routine work. These findings emphasize the importance of integrating task design, leadership, organizational identification, and employee characteristics when developing strategies to foster creativity in contemporary organizations.

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