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Mengeksplorasi Energi Vital di Tempat Kerja; Peran *Agility* dan Kreativitas Karyawan

Exploring Vital Energy at Work; The Role of Employee Agility and Creativity

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Abstrak

Penelitian ini mengangkat bagaimana vitalitas, dalam bentuk manajemen vitalitas yang proaktif dapat meningkatkan kinerja kreatif melalui ketangkasan karyawan. Literatur yang ada tentang hubungan antara ketiga variabel ini masih terbatas. Khususnya, ketika menghadapi ketidakpastian, para pekerja perlu mencapai energi yang optimal agar dapat berfungsi dengan baik dan menggunakan kelincahan mereka sebagai alat untuk menentukan tindakan. Penelitian ini dilakukan melalui survei dengan menggunakan kuesioner terhadap 123 karyawan di Indonesia. Data yang terkumpul dianalisis dengan menggunakan Hayes PROCESS untuk menganalisis hubungan langsung dan mediasi antara manajemen vitalitas proaktif, kelincahan karyawan, dan kinerja kerja kreatif. Hasil analisis menunjukkan bahwa ketangkasan karyawan dapat bertindak sebagai mediator antara manajemen vitalitas proaktif dan kinerja kerja kreatif. Temuan ini juga mengkonfirmasi hubungan langsung. Temuan ini juga mengkonfirmasi sebuah proses baru untuk mencapai kinerja kreatif. Penelitian ini berkontribusi dalam memperkaya literatur yang sudah ada tentang manajemen vitalitas proaktif. Selain itu, penelitian ini juga menyoroti bagaimana strategi individu (pendekatan bottom-up) dapat menjadi alat yang ampuh untuk mencapai kinerja kreatif. Melihat hasil penelitian ini, para manajer dan praktisi SDM tidak boleh mengabaikan manfaat dari pengaturan diri sendiri. Mereka dapat menyediakan program dan umpan balik yang berharga bagi karyawan untuk meningkatkan kinerja kreatif mereka.
Kata Kunci: Ketangkasan Karyawan; Kinerja Kreatif; Energi; Manajemen Vitalitas Proaktif.

Abstract

This research is addressing how vitality, in form of proactive vitality management can boost creative performance through employee agility. The existing literature on the relationship between these three variables is still limited. Particularly, while facing an uncertainty, workers need to reach optimum energy for them function well and using their agility as tools for determining the act. The study was conducted a survey using questionnaire among 123 employees in Indonesia. The collected was analyzed using Hayes PROCESS to analyze both direct and mediation relationships between proactive vitality management, employee agility, and creative work performance. The analysis revealed that employee agility can act as mediator between proactive vitality management and creative work performance. This finding also confirms the direct relationship as well. The finding was confirmed a new process to achieve creative performance. This study contributes on enriching existing literature about proactive vitality management. In addition, this study also highlight how individual strategy (bottom-up approach) could be powerful tools for achieving creative performance. Given the results, managers and HR practitioners should not overlooked the benefits of self-regulatory. They can provide program and valuable feedback for employees to enhance their creative performance.
Keywords: *Employee Agility; Creative Work Performance; Energy; Proactive Vitality Management.*

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INTRODUCTION

Organizations are now facing more unpredictable situations as change has rapidly grown. This leads to higher competition, making many organizations need to act and respond to this situation to thrive (Müceldili et al., 2020; Salmen & Festing, 2022). This situation specifically makes employees feel uncertain in their work. It became more challenging for employees to invest in their jobs. Hopes and Survey in Indonesia (2024) found that 76% of Indonesian workers experienced more changes than the previous year. Due to this new nature of work, employees are accountable for managing and being responsible for their own work (Op den Kamp et al., 2018). Nevertheless, employees are still the human power that drives the organization to thrive. Skills such as problem-solving and creativity are predicted to be in high demand by organizations in the future (Pusbangjaknaker, 2023).

Thus, creativity at work is needed as they require many skills and strategies to approach their tasks. Particularly, using novel ideas and having adaptive behavior will benefit employees to perform 'beyond their regular job' (Farahdiba et al., 2022; E. M. Op den Kamp et al., 2024). Employees who go the extra mile represent a high quality of creative outcomes, referred to creative work performance. Creative work performance (CWP) describes how employees manage their work to generate novel ideas, develop innovations, and become an effective resource (Bakker et al., 2020; Op den Kamp, 2022; Op den Kamp et al., 2024).

The other important factor is how individuals can achieve that creative performance (Op den Kamp et al., 2020). Therefore, mobilizing vitality is important to function well, both physically and mentally. Vitality is the energy that can be utilized and/or regulated for specific purposes. Because of this energy, employees will be capable of functioning optimally and ready to invest those resources in their work (Bakker et al., 2020; Op den Kamp et al., 2018). Op den Kamp et al. (2018) introduced the concept of PVM as a vital resource that can be managed both within and outside of work. PVM reflects to how individuals initiate ways to manage their physical and mental energy on their own. This is relevant to individuals and their jobs because PVM aims to help individuals function optimally in the workplace (Bakker et al., 2020; Op den Kamp et al., 2018).

Several studies related to proactive vitality management (PVM) provide insights into the impact of PVM on creativity. Individual creativity is essential for adapting to changes, overcoming work situations, and generating innovative ideas (Bakker et al., 2020; Op den Kamp et al., 2018). Bakker et al. (2020), through their diary study, found that PVM acts as a predictor of creativity through work engagement. This research shows that in weeks when participants actively managed their positive affect, energy, and focus (i.e., vitality), they felt more enthusiastic at work and indirectly demonstrated better performance in terms of creativity. Other empirical findings from various professions and organizations indicate a positive relationship between PVM and creative work performance. Employees with proactive vitality can create physical and mental conditions that enable (higher)

creative performance (Op den Kamp et al., 2020).

However, there are indications of other mechanisms that cause a relationship between PVM and work outcomes (CWP) (Op den Kamp, 2022; Op den Kamp et al., 2018). PVM is a new construct that still needs to be further explored, especially in various types of contexts. Environmental and individual factors are predicted to strengthen the relationship between PVM and CWP (Kamp, 2020). Previous research (Chong & Zainal, 2024a) showed that agility can mediate between vitality and job performance. Agility is described as the ability and strategies individuals employ to respond to changes in work and leverage these changes as opportunities for growth (Alavi et al., 2014; Pitafi et al., 2018). In Indonesia, agility is a relevant skill today. Moreover, the need for targeted support and continuous adaptation is revealed as an important condition for the workforce to grow and manage their job demands (PWC, 2024).

Agility is an emerging construct that is more relevant today, mainly to reflect on how they react to sudden changes. However, if individuals have sufficient flexibility and mental readiness, this becomes an advantage for the organization because the workers within it have the ability to face the ongoing organizational changes (Hanu et al., 2023). Researchers in previous studies have agreed that facing rapid changes was the act of collective individuals, meaning that everyone at the individual level has the ability to be a valuable resource (Chong & Zainal, 2024a; Salmen & Festing, 2022; Muduli & Pandya, 2018; Pitafi et al., 2018). Individuals with high agility will find it easier to adapt and will have a positive impact on the organization, ultimately enabling it to change conditions and enhance its ability to manage both internal and external threats (Alavi et al., 2014; Storme et al., 2020).

This construct has three dimensions: proactivity, adaptability, and resilience (Sherehiy & Karwowski, 2014). First, proactivity refers to an individual's ability to initiate strategies that have a positive impact on change. In this dimension, individuals will make behavioral adjustments, starting with assessing situations related to change issues and initiating actions until they find solutions to the challenges they face (Alavi et al., 2014; Sherehiy & Karwowski, 2014). Second, adaptability involves how individuals prepare themselves to remain relevant in new environments. This includes how individuals can adapt to people and surroundings from various backgrounds and experiences. Furthermore, adaptive behavior is also related to (Alavi et al., 2014; Müceldili et al., 2020; Pitafi et al., 2018; Sherehiy & Karwowski, 2014). Finally, resilience relates to how individuals can manage stress, bounce back from failures, and continue to perform at their best despite having failed. Being resilient allows individuals to seek new ideas, technologies, strategies, and solutions (Alavi et al., 2014; Pitafi et al., 2018; Sherehiy & Karwowski, 2014). All three dimensions drive individuals to adapt, learn, and continuously explore their capabilities (Cai et al., 2018).

Despite the growing attention of agile workers, this concept is still understudied,

as many research still exploring the outcomes and predictors to leverage the individuals factors (Salmen & Festing, 2022). Hence using previous reaserch from Chong and Zainal (2024a) this research aims to investigate the mediating roles of agility by its dimensions between proactive vitality management (PVM) and creative work performance.

Overall, PVM is an energy management system that actively enhances an individual's vitality to function optimally in the workplace. PVM promotes agility, which is the ability to respond to unpredictable situations and adapt quickly. This capability increases the 'survival rate' of individuals and organizations, which also boosts creativity.

Few studies have explored it from a cognitive perspective (Muduli & Pandya, 2018). PVM, which focuses on a bottom-up approach, is a self-regulatory process and goal-oriented behavior (Op den Kamp et al., 2018; 2022). It is assumed that if individuals have sufficient self-regulation, then PVM, as optimal energy, will be formed. This will drive people to create strategies to face challenges in their work, exhibit adaptive behavior, endure in volatile situations, and continue to deliver their best performance. Based on the description above, the following hypotheses are proposed:

H1: Proactive vitality management has a significant positive relationship with creative work performance.

H2a: Employee agility (proactivity) mediates the relationship between proactive vitality management and creative work performance

H2b: Employee agility (adaptivity) mediates the relationship between proactive vitality management and creative work performance

H2c: Employee agility (resilience) mediates the relationship between proactive vitality management and creative work performance

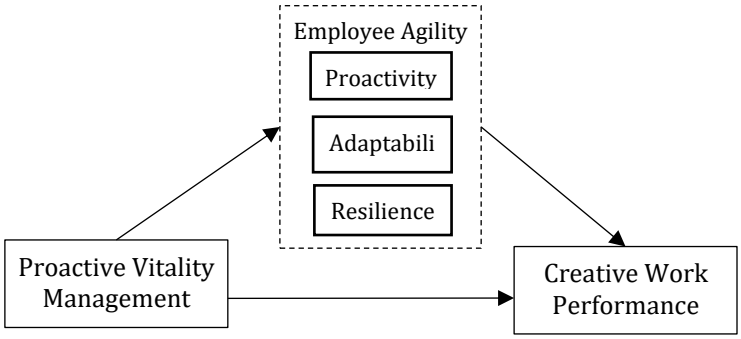

Figure 1. Research Model

METHODS

This research using a quantitative survey method to examine the relationship between proactive vitality management and creative work performance, mediated by employee agility (with its three dimensions – proactivity, adaptability, and resilience) among employees in Indonesia. Participant is an employee who has at least one year of work experience. This research has met the ethical research standards set by the Research Ethics Committee at the Faculty of Psychology, Universitas Indonesia.

Data collected through digital survey in October 2024. All participants were informed that the research is voluntary and the responses provided are

confidential and will only be used for research purposes. The participants involved in this study consist of two major sectors of workers in Indonesia, namely the private sector and the public sector, with the aim of obtaining a more general perspective. Based on G*Power analysis, the required sample size is 107 participants, with a predictor count of 2, a significance level of 0.05, an assumed medium effect size of 0.15, and a standard power of 0.95.

Proactive vitality management is measured using a tool developed by Op den Kamp et al. (2018). There are 8 items in this measurement tool (e.g. "I make sure that I feel energetic during my work"). Respondents' answers to each statement are measured using a 6-point Likert scale (1 = strongly disagree, 6 = strongly agree). The result of the Cronbach alpha reliability test was 0.922.

Employee agility is measured using a tool developed by Pitafi et al., (2018), with three components (proactivity, adaptivity, resilience) dengan total 11 item. An example of one item states “I am able to perform my job efficiently in difficult or stressful situations”. The subject's response to each statement is measured using a 6-point Likert scale (1 = strongly disagree, 6 = strongly agree). The result of the Cronbach alpha reliability test is 0.919.

Creative work performance is measured using the instrument by Zhou and George (2001), which consists of 13 items, one of which states, "I come up with new and practical ideas to improve my performance." Participants' responses to each statement were measured using a 6-point Likert scale (1 = strongly disagree, 6 = strongly agree). The result of the Cronbach's alpha reliability test is 0.921.

The data processing and hypothesis testing were carried out using the statistical program SPSS (Version 27). In the first stage, data cleaning was performed after collecting the data, filtering out participants who indicated unengaged response behavior in filling out the research questionnaire. After that, the data was described descriptively based on the demographics of the participants involved. The data processing continued with the Harman single factor test to ensure the research was free from the risk of common method bias. Hypothesis testing was conducted using Hayes PROCESS Model 4 with 5,000 bootstrap samples to analyze the relationships between variables in the research model. This study aims to examine the mediating role of employee agility in the relationship between proactive vitality management and creative work performance.

RESULTS AND DISCUSSIONS

Based on the results of the descriptive analysis, there were a total of 123 participants. As shown in Table 2, the majority of participants were female (n = 102; 82.93%), with an average age of 29.46 years. The highest level of education was a bachelor's degree (n = 77; 62.60%), and participants had an average work experience ranging from 1 to 5 years (n = 94; 76.42%). The majority of participants were employees from the private sector (n = 108; 87.80%). In this study, participants came from various sub-sectors of the industry, including mining, healthcare, e-commerce, and transportation.

Table 1. Demographic Characteristics

Gender	Freq	%
Male	21	17.07
Female	102	82.93
Educational Level	Freq	%
Senior High School	11	8.94
Diploma	19	15.45
Undergraduate	77	62.60
Master	14	11.38
Doctoral	2	1.63
Tenure	Freq	%
1-5 yrs	94	76.42
6-10 yrs	19	15.45
11-15 yrs	2	1.63
16-20 yrs	3	2.44
>20 yrs	5	4.07

Source: author's work

In this study, Harman's single-factor test was used to calculate the potential for common method bias (CMB) to occur. This number indicates that more than half of the measured phenomena are affected by the bias that occurs, which can be caused by the data collection for each variable being done simultaneously, with each individual assessing the variable from their own perspective, not involving reciprocal assessments between individuals in the population, and other limitations present in this study. The Harman single-factor test showed a result of 48.958% of the total variance (below the threshold of 50%). Thus, this study can be stated as free from the risk of the influence of common method bias.

Table 2. Total Variance Explained (Harman's Single Factor Test)

Component	Extraction sum of squared loadings		
	Total	**% of Variance**	**Cumulative %**
1	15.666	48.958	48.958

Source: author's work

From the results of the direct relationship test, which examines whether proactive vitality management (PVM) positively and significantly impacts creative work performance (CWP). The results indicate that PVM has a significant positive effect on CWP (β = 0.447, p < .05, CI 95% [0.5253, 0.9752]). Therefore, the first hypothesis can be accepted. This result can be interpreted that with the level of vitality energy provided by PVM, employees can achieve higher performance. If employees are able to optimize their vital energy, this will enable them to have creative performance in the workplace. The second hypothesis states that employee agility (EA) mediates the relationship between PVM and CWP. Mediation analysis reveals that EA acts as a partial mediator (β = 0.352, p <.05, CI 95%[0.3936, 0.8245]). With the acceptance of the second hypothesis, it indicates that there is another mechanism to achieve CWP even though PVM directly influences CWP. This finding highlights the importance of individual agility for survival and how to react in uncertain situations, thus maintaining significant creative performance.

In this study, EA was also measured in relation to each dimension present in hypotheses 2a, 2b, and 2c. The first dimension, proactivity, demonstrates a positive and significant indirect relationship. (β = 0.158, p <.05, CI 95%[0.1219, 0.4459]). Furthermore, the second dimension, adaptivity, shows an indirect relationship that is also positive and significant. (β = 0.233, p <.05, CI 95%[0.1848, 0.6245]). Third, in the dimension of resilience, similar results were obtained (β = 0.259, p <.05, CI 95%[0.2748, 0.6438]). This finding highlights the importance of building individual agility as it will assist individuals oh how they implement the vital energy. In terms of effect size, the dimension of resilience yielded the highest results (0.259), followed by adaptivity (0.233), dan proactivity (0.1219); although categorized as a small

effect, this finding highlights that individual agility is greatly needed and relevant for workers to support the creative performance.

The results of hypothesis testing provide empirical evidence that all proposed hypotheses can be accepted. Based on the results of hypothesis testing, it can be concluded that proactive vitality plays a role in providing resources for individuals to develop agility capabilities, which in turn enhances performance (creative work performance). The predictor ability of proactive vitality management can explain employee agility by 0.54 (R-sq), indicating a strong relationship. Furthermore, employee agility acts as a partial mediator, showing that the influence of individual capabilities to develop agility, characterized by three components (proactivity, adaptability, and resilience), can improve individual performance in their work. Creative work performance can be explained by proactive vitality management and employee agility at 0.75 (R-sq), indicating a strong influence.

Table 3. Hypothesis Testing

Variable	Effect	*B*	SE	t	p	CI 95% [LL, UL]	β
PVM → EA → CWP	*c*	1.341	0.092	14.598	.000	[1.1593, 1.5230]	0.799
	c′	0.750	0.114	6.604	.000	[0.5253, 0.9752]	0.447
	ab	0.590	0.110	-	-	[0.3936, 0.8245]	0.352
PVM → EA (Proactivity) → CWP	*c′*	1.075	0.116	9.270	.000	[0.8457, 1.3050]	0.640
	ab	0.266	0.838	-	-	[0.1219, 0.4459]	0.158
PVM → EA (Adaptivity) → CWP	*c′*	0.950	0.115	8.238	.000	[0.7221, 1.1791]	0.566
	ab	0.390	0.112	-	-	[0.1848, 0.6245]	0.233
PVM → EA (Resilience) → CWP	*c′*	0.907	0.099	9.083	.000	[0.7091, 1.1044]	0.540
	ab	0.434	0.095	-	-	[0.2748, 0.6438]	0.259

Notes: c: total effect; c': direct effect, ab: indirect effect. Source: author's work

Individuals who can leverage PVM as a work resource – and also manage it more effectively – will produce better work outcomes (Bakker et al., 2020; Op Den Kamp, 2022; Op den Kamp et al., 2024). This is due to the overall transformation of individuals. When individuals utilize PVM, they do not change their environment, but rather modify aspects within themselves to achieve different outcomes (Bakker et al., 2020). PVM is identified as a strategy (goal-oriented behavior) that individuals engage in, which not only allows them to benefit from that energy but also functions optimally in the workplace (Op den Kamp et al., 2018; Tisu et al., 2023). Therefore, individual performance can improve when sufficient resources are available (Op Den Kamp, 2022; Op den Kamp et al., 2020; Tisu et al., 2023).

Previous studies have shown that PVM has a significant and positive relation to performance (Chong & Zainal, 2024a; Op den Kamp et al., 2018, 2020, 2024; Tisu et al., 2023). In this study, we further confirm the consistency of PVM as a predictor, specifically regarding creative work performance. Creative work performance is characterized by how individuals achieve higher performance by providing new approaches and innovations in their work (Op Den Kamp, 2022; Op den Kamp et al., 2024; Zhou & George, 2001). As explained, optimal vitality energy will give individuals control over the resources they had. These resources will enable individuals to achieve creative performance because the necessary vital energy (physical and mental) has been reached (Kamp 18,20). By ensuring they have energy, feel positive, and remain

enthusiastic, individuals will have adequate cognitive capacity to think and generate creative ideas, regardless of the processes, methods, and products that need to be achieved (Op den Kamp et al., 2018). This research enriches existing studies and enhances the literature on creativity, particularly creative work performance attained through self-regulation (bottom-up approach).

In this study we tried to link PVM to other construct that underexplored, employee agility. In previous research, several assumptions exist for further investigation, namely (a) there are indications of individual and environmental factors that could serve as new mechanisms for translating the existing vitality energy Op den Kamp, 2022; 2018) and (b) the predictor of employee agility is still understudied, especially in cognitive function (Muduli & Pandya, 2018). We answered those assumptions in this study. First, individuals need various resources that can be invested into work through the management of vitality energy (PVM).

However, energy may not be the only supporting factor in generating creative performance. This is confirmed through employee agility, which has been shown to partially mediate the relationship between PVM and CWP. This means that before PVM leads to creative performance, there is an employee agility mechanism that can also occur through an individual's deep management capability of PVM. These findings highlight the importance of PVM as one of the predictors of individual agility formation. This process occurs because agility requires energy to respond to and react to threats and changes effectively and efficiently. In addition, the findings in this research also emphasize how PVM is relevant to the three components of employee agility (proactivity, adaptability, and resilience).

This is evidenced by cross-dimensional testing, where each component of employee agility has a positive and significant relationship with PVM. The energy capacity from PVM enables individuals to create positive impacts, enhance adaptability, and resilience. These three dimensions complement the energy previously possessed by generating individual capabilities to respond to various unfavorable situations in their work. Together, PVM and employee agility contribute to improved emotional intelligence, stress management skills, and better cognitive functioning (Chong & Zainal, 2024a). Thus, individuals are able to achieve creative performance of higher quality by adopting new approaches to tasks, generating new ideas, and becoming more creative at work (Op den Kamp et al., 2024).

Furthermore, there has been relatively little exploration conducted to identify predictors of employee agility, particularly concerning the involvement of cognitive functions. In previous research, self-determination was identified as a construct of psychological empowerment. The results indicate that efforts to promote agility can be facilitated through psychological empowerment (Muduli & Pandya, 2018). In line with this, the three components inherent to PVM (physical, cognitive, and affective) are essential aspects related to enhancing individuals' optimal functioning in the workplace (Op

Den Kamp, 2022; Op den Kamp et al., 2020). Particularly in challenging work environments, these three components are interconnected and relate to the processes by which individuals grow and adapt. This condition is illustrated in the findings of this research. In other words, PVM serves as a resource for individuals to encourage them to achieve more creative performance.

In conditions where individuals are aware of their cognitive functions, this will lead individuals to positive and vital feelings that are important aspects of producing creative performance (Op den Kamp et al., 2020). This optimal function provides individuals the opportunity and capacity to shape behaviors related to enhancing creative performance through PVM and employee agility (Chong & Zainal, 2024a; Muduli & Pandya, 2018; Op Den Kamp, 2022; Salmen & Festing, 2022).

Furthermore, employee agility has been found to not only improve creative performance in the mechanisms occurring within the relationship between PVM and CWP but also in the direct relationship with CWP. These findings suggest that PVM and employee agility are strong predictors for individuals to achieve their creative performance.

In summary, this research reveals that there are other factors affecting the impact of the relationship between PVM and CWP, even though PVM can directly predict CWP. Employee agility refers to an individual's ability to respond to constantly changing and unpredictable situations. Employee agility encompasses the ability to generate work strategies, the ability to adapt quickly, and the capacity to recover from failure. In the context of this research, the three components of employee agility have been shown to partially mediate and contribute to enhancing individual creative performance, characterized as the ability to respond to unexpected situations consistently and continuously, thus able to enhance CWP. Specifically, at the individual level, employee agility has been shown to improve individual creative performance. These findings provide empirical evidence that PVM is a predictor of employee agility. This further confirms existing research. PVM functions as a driving factor for individuals to build agility. PVM can be a strong predictive factor, meaning that the vital energy generated by PVM can be managed into various functions to support the creation of creative performance (CWP).

CONCLUSIONS

This research adds empirical evidence and enriches the literature on proactive vitality management and employee agility. Specifically in the context of workers in Indonesia who are currently facing significant changes in workload. The results of the study reveal that optimal energy is necessary for workers to function in the workplace. On the other hand, this research provides evidence that there are effective mechanisms for generating creative performance. Employee agility is shown to partially mediate in this research. With agility capabilities, energy can be more directed to be maximally utilized in responding to various conditions and opportunities faced by workers.

These findings have important implications for future research and practice. Theoretically, the study provides

a broader perspective on how the vitality energy possessed by individuals not only impacts creativity and innovation but can also be managed as a form of response to opportunities and threats. PVM has proven to be a resource that can be utilized across various job functions. Practically, these findings provide evidence that a bottom-up approach can also be used as a way for individuals to contribute to their work. Practitioners should start considering steps to support the development of this individual strategy.

Nevertheless, further investigation is needed regarding potential interventions or other mechanisms among the three variables studied. Specifically, in the relationship between employee agility and creative work performance. The findings indicate a small-to-medium effect size. This suggests the possible role of individual, team, or other contextual factors that may occur. Second, this research involves employees in general. Future research, in line with the previous point, could explore a more specific population, thereby providing a broader understanding of the application of vitality energy and its utilization.

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