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The Effect of Remote Work Policy, Workplace Flexibility, and Employee Creativity in Enhancing Employee Productivity in State Owned Enterprises in Indonesia

Ilma Darojat[1], Muhammad Abdul Rosid[2], Isrok[3], Muh Hasan4, Rabitha Fazira[5], Eko Sudarmanto[6]
[1-6]Universitas Muhammadiyah Tangerang

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ABSTRACT

This study examines the effects of remote work policies, workplace flexibility, and employee creativity on employee productivity in state-owned enterprises (SOEs) in Indonesia. Employing a quantitative research design with 120 respondents, data were collected using a Likert-scale questionnaire (1-5) and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS 3). The findings reveal that remote work policies and workplace flexibility significantly enhance employee creativity and productivity. Moreover, employee creativity acts as a critical mediator, amplifying the effects of these organizational policies on productivity. The study underscores the importance of fostering a flexible and supportive work environment to enhance performance in SOEs, providing practical implications for policy formulation and leadership strategies.

Corresponding Author:

Name: Ilma Darojat
Institution: Universitas Muhammadiyah Tangerang
e-mail: ilmadarojat78@gmail.com

1. INTRODUCTION

The advent of remote work policies has significantly transformed workplace dynamics, particularly in State-Owned Enterprises (SOEs) in Indonesia. This shift has been catalyzed by rapid technological advancements and the need for flexible work arrangements to address modern workplace challenges [1]. Remote work, once considered a luxury, has now become an integral component of many organizational strategies [2]–[4]. This trend emphasizes balancing operational efficiency with employee well-being to achieve sustained productivity.

Workplace flexibility, a critical factor in contemporary management practices, has gained prominence as organizations seek to accommodate diverse employee needs. Flexibility in work arrangements, schedules, and locations not only enhances job satisfaction but also fosters a conducive environment for innovation and creativity [5]. Employee creativity, in turn, plays a pivotal role in driving organizational performance, particularly in industries where adaptability and innovative problem-solving are key to success.

For Indonesian SOEs, which hold a significant position in the national economy, increasing employee productivity is paramount. These enterprises face mounting

pressure to remain competitive while contributing to the country's socio-economic development. Implementing remote work policies and promoting workplace flexibility have emerged as strategic approaches to address these challenges. Furthermore, nurturing employee creativity has proven to be a critical factor in enhancing organizational agility and maintaining a competitive edge.

The shift toward remote work policies has become increasingly relevant in recent years, driven by rapid technological advancements and changing workforce expectations. For Indonesian State-Owned Enterprises (SOEs), adapting to these changes is not just a matter of modernization but also a strategic necessity. As SOEs play a critical role in Indonesia's economic stability and growth, ensuring their productivity directly impacts national economic development. However, the transition to remote work and workplace flexibility has introduced challenges in maintaining employee engagement, creativity, and overall productivity. Addressing these challenges is urgent, as failure to adapt could hinder SOEs' ability to remain competitive in an increasingly globalized and technologically driven economy [6].

Moreover, the COVID-19 pandemic has accelerated the adoption of remote work globally, forcing organizations to rethink traditional work models. In Indonesia, this has highlighted the need for a more comprehensive understanding of how remote work policies and workplace flexibility influence productivity, particularly in SOEs. Additionally, as the workplace becomes more dynamic, fostering employee creativity has emerged as a critical factor in achieving sustainable organizational success. Addressing these factors is essential to ensure SOEs can thrive in a rapidly evolving business landscape.

Despite the growing adoption of remote work policies and workplace flexibility, many Indonesian SOEs struggle to effectively integrate these practices into their operational frameworks. This often results in inconsistencies in employee productivity, which undermines their organizational goals. Furthermore, while employee creativity is recognized as a key driver of innovation and productivity, its role as a mediating factor in the relationship between workplace flexibility and productivity remains underexplored.

Existing research on remote work and workplace flexibility primarily focuses on private sector organizations, leaving a significant gap in understanding their implications for SOEs in Indonesia. The unique operational and structural characteristics of SOEs demand tailored strategies to harness the benefits of remote work and workplace flexibility. Without empirical evidence and actionable insights, these organizations risk losing their competitive edge and failing to meet national economic expectations.

This study addresses these gaps by investigating the interplay between remote work policies, workplace flexibility, and employee creativity, and their collective impact on productivity in Indonesian SOEs. The findings aim to provide a foundation for developing effective strategies to enhance productivity and drive organizational success in this critical sector.

2. LITERATURE REVIEW

2.1 Remote Work Policies

Remote work, also known as telecommuting, refers to a work arrangement where employees perform their tasks outside the traditional office environment, often leveraging digital technologies [7], [8]. Its adoption has gained momentum globally due to advancements in communication technologies and a growing emphasis on work-life balance, with studies suggesting that remote work can enhance productivity by reducing commuting time, increasing focus, and providing flexibility [9], [10]. However, the effectiveness of remote work policies varies across organizational contexts, particularly in State-Owned Enterprises (SOEs), where rigid bureaucratic structures and traditional work cultures may hinder seamless adoption. Research in Indonesian SOEs remains limited, underscoring the need

for further exploration into how these policies affect productivity.

2.2 Workplace Flexibility

Workplace flexibility encompasses various arrangements that allow employees to adjust their work schedules, locations, or methods to better suit their needs, including flexible hours, remote work options, and compressed workweeks, all of which contribute to job satisfaction and employee well-being [11], [12]. Flexible workplaces are associated with reduced burnout, higher job satisfaction, and improved work-life integration [13], [14]. However, in the context of SOEs, workplace flexibility must be carefully managed to align with organizational objectives while accommodating employee preferences. While private sector organizations often lead in implementing flexible practices, SOEs face unique challenges due to regulatory constraints and traditional management practices. Nonetheless, promoting workplace flexibility is critical for fostering an environment where employees can thrive and deliver optimal results.

2.3 Employee Creativity

Employee creativity, defined as the ability to generate novel and useful ideas within an organizational context, is a vital component of innovation and plays a critical role in improving organizational performance [15], [16]. Research indicates that creative employees are more likely to identify solutions to complex problems, adapt to change, and contribute to an organization's competitive advantage [17], [18]. Workplace flexibility has been found to positively influence creativity by providing employees with the autonomy and space to think innovatively [19], [20], while effective remote work policies can reduce stressors and create a conducive environment for creative thinking. However, the relationship between creativity and productivity in SOEs, particularly in Indonesia, remains underexplored. This study seeks to bridge this gap by examining creativity's mediating role in enhancing productivity.

2.4 Employee Productivity

Employee productivity, a critical indicator of organizational performance, reflects the efficiency and effectiveness with which employees complete their tasks and is influenced by factors such as motivation, organizational culture, and work environment [15]–[17]. Research suggests that modern work arrangements, including remote work and flexible schedules, can enhance productivity by improving employee satisfaction and reducing workplace distractions [21], [22]. In the context of SOEs, maintaining high productivity levels is essential for achieving both organizational goals and national development objectives. However, the impact of remote work policies and workplace flexibility on productivity has not been comprehensively studied in the Indonesian context, making it crucial to understand these relationships to design strategies that maximize the benefits of these modern work arrangements.

2.5 Theoretical Framework

This study is grounded in the Job Demands-Resources (JD-R) model, which posits that job demands and resources influence employee performance and well-being (Bakker & Demerouti, 2007). Remote work policies and workplace flexibility can be viewed as resources that reduce job demands and foster a supportive work environment. Additionally, the Componential Theory of Creativity (Amabile, 1983) suggests that intrinsic motivation and conducive work environments enhance creativity, which in turn improves productivity.

Previous research highlights the individual effects of remote work, workplace flexibility, and creativity on productivity. For instance, Bloom et al. (2015) demonstrated that remote work arrangements significantly improve productivity in private-sector organizations. Similarly, Kossek et al. (2014) found that workplace flexibility enhances job satisfaction and performance. Studies on creativity emphasize its critical role in driving innovation and solving organizational challenges (Shalley et al., 2004).

However, there is limited research on the combined effects of these factors,

particularly in the context of SOEs in Indonesia. This study contributes to the literature by examining how remote work policies, workplace flexibility, and employee creativity interact to influence productivity. The findings aim to provide actionable insights for enhancing organizational performance in Indonesian SOEs.

3. METHODS

3.1 Research Design

This study employs a quantitative research design to analyze the effect of remote work policies, workplace flexibility, and employee creativity on employee productivity in Indonesian State-Owned Enterprises (SOEs). A cross-sectional survey was conducted to gather data from employees working in various SOEs. The quantitative approach was chosen to identify relationships between the variables and to provide empirical evidence for the proposed hypotheses.

3.2 Population and Sample

The population for this study includes employees working in SOEs across Indonesia. A purposive sampling technique was used to select a sample of 120 employees who have experience with remote work policies and workplace flexibility. This sample size is deemed sufficient for data analysis using Structural Equation Modeling-Partial Least Squares (SEM-PLS), which can effectively analyze smaller sample sizes while maintaining statistical validity.

3.4 Data Collection

Primary data were collected through a structured online questionnaire distributed to the selected sample. The questionnaire consisted of four sections: demographic information, questions on remote work policies, questions on workplace flexibility, and questions on employee creativity and productivity. The survey ensured anonymity and confidentiality to encourage honest and accurate responses.

3.5 Data Analysis

The data collected were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS 3), a robust statistical technique suitable for exploratory studies with relatively small sample sizes, chosen for its ability to simultaneously assess measurement models (validity and reliability of indicators) and structural models (hypotheses testing). The analysis followed several steps: first, Descriptive Statistics were used to summarize demographic characteristics and variable distributions. Next, the Measurement Model Evaluation was conducted to assess reliability, convergent validity, and discriminant validity of the constructs, where reliability was measured using Cronbach's alpha and composite reliability (CR) with acceptable thresholds of ≥ 0.70, convergent validity was evaluated through Average Variance Extracted (AVE) with a minimum threshold of ≥ 0.50, and discriminant validity was ensured using the Fornell-Larcker criterion. Lastly, the Structural Model Evaluation was performed to test hypothesized relationships between variables, with path coefficient significance assessed through bootstrapping with 5,000 resamples, where a t-statistic ≥ 1.96 at a 95% confidence level indicated statistical significance.

4. RESULTS AND DISCUSSION

4.1 Descriptive Statistics

The demographic characteristics of the 120 participants provided insights into the diversity and representativeness of the sample.

Table 1: Demographic Sample Distribution

Category	Subcategory	Frequency	Percentage (%)
Gender	Male	70	58.3%
	Female	50	41.7%
Age Group	20–30 years	35	29.2%
	31–40 years	45	37.5%
	41–50 years	30	25.0%
	Above 50 years	10	8.3%

Education Level	Diploma	15	12.5%
	Bachelor's Degree	75	62.5%
	Master's Degree	30	25.0%
Job Position	Managerial	55	45.8%
	Supervisory	40	33.3%
	Operational	25	20.8%

The study sample consisted of 120 participants, with 70 males (58.3%) and 50 females (41.7%). In terms of age distribution, 35 participants (29.2%) were aged 20–30 years, 45 participants (37.5%) were in the 31–40 age group, 30 participants (25.0%) were between 41–50 years, and 10 participants (8.3%) were above 50 years. Regarding education levels, 15 participants (12.5%) held a diploma, 75 participants (62.5%) had a bachelor's degree, and 30 participants (25.0%) had a master's degree. Participants' job positions were categorized as managerial (55 participants; 45.8%), supervisory (40 participants; 33.3%), and operational (25 participants; 20.8%). The descriptive statistics further provide an overview of the participants' responses to the variables under study, measured on a 5-point Likert scale.

Table 2. Descriptive Statistics

Variable	Mean	Standard Deviation (SD)	Min	Max
Remote Work Policies	4.12	0.68	2.50	5.00
Workplace Flexibility	4.08	0.71	2.40	5.00
Employee Creativity	4.15	0.65	2.80	5.00
Employee Productivity	4.20	0.60	3.00	5.00

These descriptive statistics indicate that the participants generally have positive perceptions of remote work policies, workplace flexibility, employee creativity, and productivity in their organizations.

4.2 Measurement Model Evaluation

To ensure the reliability and validity of the constructs used in the study, the measurement model was evaluated based on reliability, convergent validity, and discriminant validity.

4.2.1 Reliability Analysis

The reliability of the constructs was assessed using Cronbach's alpha (CA) and Composite Reliability (CR), with both metrics exceeding the acceptable threshold of 0.7, indicating strong internal consistency for each construct. The reliability scores were as follows: Remote Work Policies (CA = 0.891, CR = 0.917), Workplace Flexibility (CA = 0.872, CR = 0.901), Employee Creativity (CA = 0.885, CR = 0.916), and Employee Productivity (CA = 0.906, CR = 0.932), confirming the robustness of the measurement model.

4.2.2 Convergent Validity

Convergent validity was evaluated using the Average Variance Extracted (AVE), with all constructs exceeding the threshold of 0.50, confirming sufficient convergence of the indicators. The AVE values for each construct were as follows: Remote Work Policies (0.672), Workplace Flexibility (0.646), Employee Creativity (0.669), and Employee Productivity (0.691), indicating that the measured variables adequately represent their respective constructs.

4.2.3 Discriminant Validity

Discriminant validity was assessed using the Fornell-Larcker Criterion, which requires the square root of each construct's AVE to be higher than the correlations with other constructs. The results, as presented in Table 2, confirm that discriminant validity was established.

Table 3: Fornell-Larcker Criterion

Construct	Remote Work Policies	Workplace Flexibility	Employee Creativity	Employee Productivity

Remote Work Policies	0.824			
Workplace Flexibility	0.652	0.806		
Employee Creativity	0.626	0.642	0.815	
Employee Productivity	0.688	0.661	0.703	0.837

Diagonal values represent the square root of AVE, while off-diagonal values represent correlations.

4.3 Structural Model Evaluation

The structural model was evaluated to test the relationships among the constructs. The evaluation included examining path coefficients, R^2 values, and t-statistics through bootstrapping with 500 subsamples. Hypotheses were tested at a 95% confidence level, where a t-statistic greater than 1.96 indicated statistical significance.

The Coefficient of Determination (R^2) values indicate the proportion of variance in the dependent variables explained by the independent variables. The results show that Employee Creativity has an R^2 value of 0.54, indicating a moderate level of explained variance, while Employee Productivity has an R^2 value of 0.62, signifying a substantial level of explained variance. This suggests that 54% of the variance in Employee Creativity and 62% of the variance in Employee Productivity are accounted for by the independent variables, namely Remote Work Policies and Workplace Flexibility.

The Path Coefficients and Hypothesis Testing results provide insights into the relationships between variables, with key statistical indicators such as path coefficients, t-statistics, and p-values summarized in Table 1. These values help determine the significance and strength of the hypothesized relationships within the model, offering empirical support for the study's proposed framework.

Table 4: Path Coefficients and Hypothesis Testing

Path	Path Coefficient (β)	t-Statistic	p-Value	Result
H1: Remote Work Policies → Employee Creativity	0.452	5.327	< 0.001	Supported
H2: Workplace Flexibility → Employee Creativity	0.396	4.873	< 0.001	Supported
H3: Employee Creativity → Employee Productivity	0.501	6.151	< 0.001	Supported
H4: Remote Work Policies → Employee Productivity	0.324	3.786	< 0.001	Supported
H5: Workplace Flexibility → Employee Productivity	0.277	3.212	< 0.001	Supported

The study's hypothesis testing provides critical insights into the relationships between remote work policies, workplace flexibility, employee creativity, and employee productivity in state-owned enterprises (SOEs) in Indonesia. The results confirm a significant positive relationship between remote work policies and employee creativity ($\beta = 0.452$, $t = 5.327$, $p < 0.001$), demonstrating that remote work arrangements foster a relaxed and personalized environment, reducing commuting stress and enhancing autonomy, which promotes innovation. Workplace flexibility also significantly impacts employee creativity ($\beta = 0.396$, $t = 4.873$, $p < 0.001$), as flexible scheduling and task autonomy align with individual strengths and preferences,

particularly important in hierarchical SOE settings. Employee creativity significantly boosts productivity ($\beta = 0.501$, $t = 6.151$, $p < 0.001$), serving as a mediator that enhances problem-solving and efficiency. Additionally, remote work policies ($\beta = 0.324$, $t = 3.786$, $p < 0.001$) and workplace flexibility ($\beta = 0.277$, $t = 3.212$, $p < 0.001$) directly improve productivity by reducing distractions and providing a supportive environment that motivates performance. Together, these findings highlight the critical role of creativity and flexible policies in fostering higher productivity within SOEs.

Effect Sizes (f^2)

Effect sizes (f^2) were calculated to determine the contribution of each independent variable to the dependent variable. Effect sizes are interpreted as small (0.02), medium (0.15), or large (0.35).

Table 5. Effect Sizes

Path	Effect Size (f^2)	Interpretation
Remote Work Policies → Employee Creativity	0.217	Medium
Workplace Flexibility → Employee Creativity	0.182	Small
Employee Creativity → Employee Productivity	0.315	Medium
Remote Work Policies → Employee Productivity	0.157	Small
Workplace Flexibility → Employee Productivity	0.121	Small

DISCUSSION

This section discusses the findings of the study in relation to existing literature and theoretical frameworks, highlighting the implications of the results for improving employee productivity in state-owned enterprises (SOEs) in Indonesia.

The results indicate that remote work policies have a significant positive impact on employee creativity and employee productivity. These findings align with previous studies emphasizing the benefits of flexible work arrangements, which provide employees with the autonomy to manage their time and environment effectively [11], [23].

Remote work policies reduce workplace distractions and commuting stress, fostering a conducive environment for creative problem-solving. In SOEs, adopting remote work policies can address inefficiencies often associated with rigid bureaucratic structures, allowing employees to focus on value-adding activities. The results underscore the importance of management in designing remote work strategies that balance flexibility with organizational goals.

Workplace flexibility was found to have a significant positive effect on both employee creativity and employee productivity. These findings highlight the critical role of flexible scheduling, task allocation, and support systems in empowering employees to deliver high-quality work.

Flexible workplace arrangements encourage employees to adapt their work habits to personal and professional needs, enhancing job satisfaction and motivation. In the context of SOEs, which are traditionally characterized by rigid operational practices, workplace flexibility can foster a culture of innovation and responsiveness [24], [25]. These results are consistent with theories of organizational behavior, such as the job demands-resources (JD-R) model, which posits that flexibility acts as a resource to mitigate stress and enhance performance.

Employee creativity was shown to have a significant positive impact on employee productivity, serving as a mediator in the relationship between remote work policies, workplace flexibility, and productivity. This finding aligns with the Componential Theory of Creativity, which suggests that creativity thrives when individuals are provided with appropriate work conditions, intrinsic motivation, and organizational support.

In SOEs, fostering creativity through supportive policies and flexible work environments can lead to improved problem-solving capabilities, innovation, and

productivity. This highlights the importance of investing in training programs and resources to enhance employee creativity as a key driver of productivity.

The findings corroborate previous research that identifies remote work policies and workplace flexibility as significant predictors of organizational performance. However, the emphasis on SOEs in Indonesia provides unique insights into how these practices can be adapted to the cultural and operational context of developing economies. While many private organizations have embraced flexibility, the results indicate that SOEs can benefit significantly from similar approaches, particularly in improving employee creativity and productivity.

Implications for SOEs in Indonesia

The study's findings have important implications for the management of SOEs in Indonesia:

1) Policy Design: SOEs should prioritize the development of remote work and flexible workplace policies to enhance employee autonomy and efficiency.
2) Cultural Shift: A shift toward a more adaptable and employee-centric culture is essential to drive creativity and productivity in the workplace.
3) Leadership Development: Managers should be trained to implement and oversee flexible work arrangements effectively, ensuring alignment with organizational objectives.
4) Technology Investment: Adopting digital tools and platforms can facilitate communication and collaboration in remote and flexible work settings, enabling employees to perform at their best.

Limitations and Future Research

While the study provides valuable insights, it is not without limitations. The sample size was relatively small, and the findings are specific to Indonesian SOEs, which may limit generalizability to other industries or regions. Future research could explore longitudinal effects, examine additional mediating variables, and include larger, more diverse samples to validate and extend these findings.

5. CONCLUSION

This study demonstrates the significant positive effects of remote work policies and workplace flexibility on employee creativity and productivity in Indonesian state-owned enterprises (SOEs), with employee creativity playing a pivotal mediating role in linking organizational policies to improved productivity outcomes. The findings suggest that adopting flexible and supportive work arrangements can foster innovation, enhance employee satisfaction, and ultimately boost organizational performance. For SOEs, traditionally characterized by rigid bureaucratic structures, embracing remote work and flexibility offers a pathway to address inefficiencies and remain competitive in a rapidly evolving economic landscape. Practical recommendations include investing in leadership training, technological infrastructure, and creativity enhancement programs to maximize the benefits of these policies. While the study provides valuable insights, further research is needed to explore longitudinal effects, consider additional contextual factors, and validate these findings in broader organizational settings. The results contribute to the growing body of literature on organizational behavior, offering actionable strategies for improving performance in the public sector.

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