

# DETERMINANTS OF CREATIVE PERFORMANCE AMONG MILLENNIAL GENERATION MEDIATED BY JOB SATISFACTION: A CONTRIBUTION TO CORPORATE STRATEGY

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## Abstract

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Statistic reward may be a condition when the number of individuals in profitable age surpasses the number of individuals in non-productive age. This productive age ranges between 15 and 64 years old. Indonesia is now experiencing a demographic bonus. Where the millennial generation prioritizes meaningful work and personal development (Suminar et al., 2020). Given so many young generations, Indonesia must understand their needs, desires and aspirations. This considers points to look at how person-environment fit and creative self-efficacy affect creative performance in millennial generation auditors. In this study, a cross-sectional approach with quantitative analysis is used to support the seven proposed theories. The survey was conducted using sample criteria by distributing structured questionnaires to the millennial auditor employees based on “age stratification”, namely the age group of 27–42 years old. There was a total of 201 auditors participating in this study. The information was analyzed utilizing the basic condition modeling (structural equation modeling — SEM) strategy on SPSS Amos 26 software. The comes about appears that the person-environment fit and inventive self-efficacy increment the imaginative execution. Other findings in this study also validate the critical impact of work fulfillment as the interceding variable for the impact of person-environment fit and inventive self-efficacy on the inventive execution of millennial reviewers.

**Keywords:** Creative Performance, Job Satisfaction, Creative Self-Efficacy, Person-Environment Fit, Millennials

**Authors' individual contribution:** Conceptualization — S.B. and A.W.; Investigation — T.S. and S.F.; Resources — U.P. and R.L.; Writing — Original Draft — S.B. and A.W.; Writing — Review & Editing — R.L. and S.F.

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## 1. INTRODUCTION

A demographic bonus is a condition in which the productive age population is more than the non-productive age. This productive age varies from 15 years old to 64 years old. Currently, many countries have demonstrated that they are capable of maximizing their demographic bonus, suggesting that a country's economy can be affected by working age. This condition varies from developing countries to developed countries, where the productive age compensates for the unproductive age. However, if this demographic bonus is ignored, it might pose a threat to a country. This demographic bonus is supported by the creativity of each generation in each country. Creativity plays a crucial role in various aspects of human life.

Creativity drives innovation, develops new solutions to complicated problems, enhances competitiveness, and creates new opportunities in various industries. Organizations and communities encouraging and supporting creative performance are often more adaptive and capable of dealing with challenges. In improving organizational performance, individual creativity is critical (Simmons & Sower, 2012). Employees must develop new ideas for the organization to exist (Sharifirad, 2016). Creative performance is an employee's "out of the box" thinking that helps companies gain support and influences the business world (Darvishmotevali et al., 2018).

The total population of Indonesia consisted of 27.94% Gen Z (born in 1997–2012), then 25.87% millennials (born in 1981–1996), 21.88% Gen X (born in 1965–1980), 11.56% baby boomers (born in 1946–1964), 10.88% post-Gen Z (born after 2013), and 1.87% pre-boomers (born before 1946). With so many young generations, Indonesia must understand the needs, desires and aspirations of its young generation. Gen Z, Gen X, and millennials have different characteristics that affect them, for example, creative performance and job satisfaction. As auditors, the millennials prioritize the meaning of work (Twenge et al., 2010). They value work that adheres to principles and contributes to a larger goal (Benítez-Márquez et al., 2021). In contrast, Gen X prioritizes work-life balance and autonomy in their jobs, which can take a toll (Miller, 2019). They esteem natural rewards, such as important work and independence over outward rewards, such as compensation and status (Twenge et al., 2010). Besides, a decline in job satisfaction has been observed among generationally diverse employees, including Gen X, which may be due to differences in values and work priorities (Sanders, 2022). Meanwhile, the millennials prioritize meaningful work and personal development (Othman et al., 2020). In addition, the value of idle hours has continued to increase over generations, while the centrality of work has decreased, which may affect creative performance (Twenge et al., 2010). To manage these generational differences in the workplace, organizations must recognize and adapt to the unique values and priorities of each generation, offering opportunities for growth, personalization, and work-life balance (Deloitte, n.d.). Young Indonesians are increasingly dissatisfied with their jobs. The survey found that 40% of employees in Indonesia considered quitting their jobs due to job dissatisfaction (Fleming, 2021). Furthermore, a study

conducted by Syndication, a Jakarta-based collective of creative workers, revealed that 42% of respondents had to rely on personal to improve their job satisfaction (Sutopo et al., 2022). Besides, many respondents felt that their work was less creative and did not provide opportunities for self-development. These factors contribute to a growing sense of job dissatisfaction among Indonesian youth. According to several researchers, job satisfaction is a person's general attitude towards their job. Hence, it is considered as a top priority in most companies (Chen et al., 2019; Tansel & Gazioğlu, 2014).

The imaginative execution plays a critical part in the field of reviewing. This includes the capacity to think exterior the box, produce imaginative thoughts, and apply them to unravel issues (Thornhill-Miller et al., 2023). Entering the Industry 4.0 era, auditors need to be equipped with creative skills to adapt to new challenges and provide valuable insight into the role of creative performance in auditing for auditors in Gen X, and millennials. Gen X and millennials are taking an approach to acquire creative performance in auditing differently from previous generations. A study by Zainee and Puteh (2020) found that Gen Y, also known as millennials, is a demanding and influential generation, and has strong bargaining power (Zainee & Puteh, 2020). This generation values work-life balance, flexible work arrangements, and opportunities for personal and professional growth (Grant, 2020). They also tend to be tech-savvy and comfortable using social media to interact with brands and companies (Nuzulita & Subriadi, 2020). As a result, they may have a unique creative performance in auditing with a focus on leveraging technology and digital tools to enhance their work. This emphasizes that creative performance in auditing can be useful for auditors in Gen X and millennials in various ways. It can improve problem-solving skills and job satisfaction, and enhance their ability to deliver value to clients (Anderson, 2021). In addition, it can help auditors remain competitive in the job market by demonstrating their ability to adapt to new challenges and provide innovative solutions (Nguyen Ngoc et al., 2022).

Past research has centered on the relationship between the person-environment fit and work fulfillment. A high level of job satisfaction results in higher job involvement, as well as increased overall life satisfaction (Gander et al., 2020). In this case, the person-environment fit is imperative. The impact of person-environment fit on work fulfillment has been extensively studied, with findings suggesting that a better person-environment fit leads to higher job satisfaction (Bednarska, 2017). The reason for this inquiry about is to look at the interceding part of work fulfillment on the impact of person-environment fit and imaginative self-efficacy on the inventive execution among the millennial evaluators. The results of this study are expected to have practical recommendations for organizational structures, especially for human resource management structures.

Research conducted by Cable and DeRue (2002) shows that the perception of individual employees with the environment where these employees work gets unidirectional support. Likewise, research by Scott and Bruce (1994) found that supportive work environment factors and individual encouragement to innovate contribute positively to creative

performance. It can be concluded that if individuals already feel “in accordance” with an environment that encourages innovation, these employees have better creative performance. Both of these research results are confirmed by research conducted by Kristof-Brown et al. (2005), that context (person-job, person-organization, person-group) has a positive impact on various outcomes, including creativity and performance. Tierney and Farmer (2002) explain that inventive self-efficacy and imaginative execution have a vital part in imaginative execution and there needs to be research that reveals the relationship between imaginative self-efficacy and inventive execution and whether it includes a positive impact on the creative performance of millennial auditors.

The results of research by Chatman and Jehn (1994) reveal that organizational culture can affect job satisfaction at the level of fit between individuals and the work environment in millennial auditors where the organizational work culture that suits employees tends to have higher job satisfaction. Meanwhile, Spector (1997) shows that job satisfaction can be influenced by factors of ability in their work and creative self-efficacy is one of the factors that can positively affect job satisfaction. Research on job satisfaction has shown that job satisfaction has a positive impact on various aspects of performance, including creative performance. Workers who feel fulfilled with their employment tend to be more propelled to contribute inventively. Amabile (1996) revealed that this research validates that intrinsic motivation and job satisfaction can affect creative performance. It is believed that high job satisfaction can motivate millennial auditors to generate creative ideas in their work. Meanwhile, Shalley and Oldham (1997) found that job satisfaction contributes positively to creative performance. Millennial auditors who are satisfied with their jobs will be motivated to contribute creatively to their work.

The structure of this paper is as follows. Section 2 reviews the relevant literature. Section 3 analyzes the strategy that has been utilized to conduct observational inquiries by adjusting the sample size to the research objectives. Section 4 interprets the results of the research analyzed using structural equation modeling (SEM) and SPSS Amos 26 software. Section 5 discusses the findings. Section 6 summarizes the study and presents the limitations, implications of the results and perspectives for future research.

## 2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### 2.1. Resource-based view theory

The person-environment fit demonstrates that individual attitudes and behavior are a match or fit between psychological needs and resources in the environment (Pervin, 1989; Schneider, 1987). Meanwhile, according to Kristof-Brown et al. (2005), the person-environment fit is one of the guiding frameworks for understanding the employees' emotions, attitudes, and behaviors in the workplace. The match theory explains that the results are ordinarily more favorable when the organizations supply assets in amounts that coordinate the worker's needs (Kristof-Brown et al., 2005). Lee et al. (2017)

classified the person-environment fit into three estimations, tallying person-organization fit, person-team fit, and person-job fit. Creative self-efficacy explains a person's belief that they have the capacity to create creative ideas and are kind. It is specifically related to creativity that functions well based on motivation and cognition (Farmer & Tierney, 2017). It is an individual's belief in their ability to execute creative tasks and produce creative results. Crucial measurements of inventive self-efficacy incorporate positive convictions around procedures, to be specific imaginative considering, positive convictions approximately inventive items, and convictions against negative outside judgments (Hung et al., 2014). Tierney and Farmer (2002) mentioned that indicators of creative self-efficacy include the capacity to solve problems, create new ideas, and develop ideas.

Creative performance is defined as products, ideas, and processes that are new unique and useful to organizations (Oldham & Cummings, 1996). According to Amabile et al. (1996) and George and Zhou (2007), imaginative execution alludes to the improvement of valuable and unused thoughts around strategies, items, or administrations. Furthermore, a previous researcher defined it as the ability to generate modern and possibly valuable thoughts, arrangements, and experiences (Tang, 2017). It is a process that involves dynamic thinking and problem-solving abilities and is essential for innovation and progress in various fields (Tang, 2017). Evaluating the creative performance can be challenging, as it requires assessing the originality and effectiveness of ideas generated (Park et al., 2021). However, previous research showed that creative performance is influenced by various psychological factors, including mood, attention, and intelligence (Tang, 2017). According to da Costa et al. (2015), dimensions of creative performance consist of creative personality, divergent thinking, openness to experience and motivation, and emotional intelligence. Meanwhile, according to Waples and Friedrich (2011), indicators of creative performance are fluency, flexibility, and originality.

Job satisfaction is a combination of mental, physiological, and environmental factors that enable a person to sincerely admit that he is happy with his job (Hoppock, 1935). Additionally, studies define this as the recognition of one's work value in the workplace and satisfying morale (Bussing et al., 1999). Locke (1969) stated that job satisfaction contains a good feeling that comes from a person's interaction with his work. In subsequent studies, this definition was developed in an organization context and it is seen as a feeling that can produce positive or negative effects on employee obligations in the organization (Robbins & Judge, 2011). According to Luthans et al. (2006), job satisfaction is a response to the situation at work. Furthermore, Aydogdu and Asikgil (2011) mentioned salary, supervision, promotion and working conditions as indicators of job satisfaction.

The millennials are known for being technologically savvy and efficient in their approach to resource management. They are experienced in using technology to streamline processes and increase productivity. Proficiency in this technology allows them to manage resources effectively, including time and materials, to maximize efficiency and reduce waste. As a result, in the case of millennial

auditors, they are easy to adapt to the changing landscape of resource management in the audit profession (Skinner & Srinivasan, 2012). The millennial auditors place great emphasis on the work-life balance. They realize the importance of maintaining mental and physical health to do their best at work. Previous research has shown that millennials value mental health resources, set boundaries to protect work-life balance, create a stigma-free environment, and empower their communities (Deloitte, 2022). This focus on work-life balance has implications for resource management, as it requires a more holistic approach to managing resources, including time and energy, to ensure that the employees can perform at their best and avoid burnout. In addition, millennial auditors place a high emphasis on diversity and inclusion in the workplace. They recognize the importance of creating a culture that is inclusive and welcomes individuals from diverse backgrounds. This focus on diversity and inclusion has implications for resource management, as it requires a more nuanced approach to managing resources, including talent and ideas, to ensure that all individuals have the opportunity to contribute to organizational success (Bourke & Dillon, 2018; Stewart et al., 2017). As a result, millennial auditors are well-positioned to drive positive changes in the auditing profession by promoting diversity and inclusion in human resource management practices.

## 2.2. Literature review

The theory by Colquitt emphasizes the importance of understanding and managing organizational culture to promote positive employee attitudes and behavior, which can lead to increased organizational performance (Colquitt et al., 2014). The theory recognizes the effect of organizational culture on behavior and execution. The organizational culture may be a framework of values and patterns of behavior acquired and developed by the organization (Ratnasari et al., 2019). According to Colquitt et al. (2014), organizational culture can have a noteworthy effect on worker engagement, fulfillment, and commitment. Besides, the hypothesis moreover emphasizes the significance of understanding and overseeing the organizational culture to advance positive worker demeanors and behaviors that are shown through work fulfillment, which can lead to an increment within the organizational execution shown by the inventive execution.

In addition, the theory emphasizes the importance of creating an environment that fosters creativity by providing opportunities for exploration, experimentation, and risk-taking (Almeida et al., 2008). These activities promote creativity, such as brainstorming, problem-solving, and project-based learning. Overall, the theory of creativity by Torrance (1995) provides a comprehensive understanding of creativity and its components. The person-environment fit can encourage creativity, particularly creative performance.

Furthermore, the theory of self-efficacy by Bandura (1999) explains how a person's belief in their abilities influences their drive, effort, and persistence to face challenges and achieve goals. It emphasizes that a person's self-confidence in their ability to be creative and produce creative results is very important. People with self-confidence tend to

be more motivated to try new ways to solve problems, find creative solutions to problems, and generate new ideas. In particular, this theory has also increased the understanding of how humans face challenges, build self-confidence, and achieve their goals, providing an excellent understanding of the role of self-confidence in influencing creativity and innovation.

The two-factor theory was proposed by Herzberg et al. (1959). This theory explains that there are two types of job characteristics, namely hygiene factors and motivators. Factors or situations indicated as sources include jobs that have challenges, opportunities for achievement, promotions, and awards. Satisfaction will arise if these factors are met, but the inability to fulfill these factors does not always result in dissatisfaction. Factors leading to dissatisfaction include supervision and interpersonal relationships. The employees will not be satisfied if these factors are not met. According to Herzberg et al. (1959), only a satisfied group can encourage employees to work according to targets and motivate them in their work.

## 2.3. The theoretical research

The above theories are used to build the theoretical research framework and explain the relationship between creative performance, person-environment fit, creative self-efficiency, and job satisfaction.

### 2.3.1. The influence of person-environment fit on the creative performance of millennial auditors

The person-environment fit refers to the harmony between individual characteristics and the demands and resources of their environment. This is a concept that has received significant attention in organizational psychology and has been found to have implications for employee performance as well as job satisfaction, engagement, and performance (Wang & Wang, 2018). Understanding the concept of person-environment fit is very important to explore its impact on the creative performance among millennial auditors. On the other hand, creative performance is required in the auditing profession. The auditors are required to think critically, solve complicated problems, and provide innovative solutions to their clients. The ability to think creatively allows them to approach their work with fresh perspectives and generate new ideas (Pratikto & Ardianto, 2020). Creative performance not only improves audit quality but also contributes to the overall success and competitiveness of audit firms (Lee et al., 2021). Subsequently, it is critical to explore the effect of person-environment fit on creative execution among millennial examiners. There's a noteworthy relationship between the person-environment fit and inventive execution among millennial auditors. Research has shown that when individuals perceive a good match between their personal characteristics and the demands and resources of their work environment, they are more likely to lock in inventive behavior (Wang & Wang, 2018). For the millennial auditors, the person-environment fit can positively increase their motivation (job satisfaction), and their overall performance, leading to improvement in their creative

performance. Therefore, organizations must focus on creating an environment that is aligned with the values, goals, and abilities of the millennial auditors to grow their creative potential (Wang & Wang, 2018). In this manner, the primary hypothesis can be defined as follows:

*H1: Person-environment fit positively influences the creative performance of millennial auditors.*

### *2.3.2. The influence of creative self-efficacy on the creative performance of millennial auditors*

Research conducted by Kim et al. (2019) investigated the effect of innovative self-efficacy on the creative execution of millennial auditors by considering the portion of affiliation inside the creative plan. In development, Cho and Perry (2012) found that there was a relationship between creative self-efficacy, intrinsic motivation, and involvement in creative work in the millennial auditors. A study by Tierney and Farmer (2002) examined factors influencing the inventive self-efficacy among the millennial evaluators and how they related to the imaginative execution. The comes about appeared that there was a relationship between the two. In this manner, the moment theory can be proposed as follows:

*H2: Creative self-efficacy positively influences the creative performance of millennial auditors.*

### *2.3.3. The influence of person-environment fit on job satisfaction of millennial auditors*

Yari et al. (2018) analyzed how the person-environment fit influenced the level of work fulfillment and the intention to change jobs in the millennial auditors, by considering the mediating role of work engagement. Similarly, Yousaf et al. (2023) conducted a consider examining how the person-organization fit influenced the level of work fulfillment and the deliberately altered work among the millennial auditors. Twenge et al. (2010) also explored the relationship between the person-environment fit and work fulfillment within the millennial inspectors, as well as considering the part of diverse eras in this relationship. The comes about appeared that there was a relationship between the two. Subsequently, the third theory can be proposed as follows:

*H3: Person-environment fit positively influences job satisfaction of millennial auditors.*

### *2.3.4. The influence of creative self-efficacy on job satisfaction of millennial auditors*

In the studies conducted by Alshehhi et al. (2019), Amoah and Mdletshe (2021), and AlMazrouei and Zacca (2021), they confirmed that creative self-efficacy influenced job satisfaction. This result was supported by Wrzesniewski and Dutton (2001), where it was found that when the employees changed their jobs to the best or most creative way to do and adapt their own conception of work, they were more likely to become more engaged and satisfied with their jobs. Hence, the fourth theory can be proposed as follows:

*H4: Creative self-efficacy positively influences job satisfaction of millennial auditors.*

### *2.3.5. The influence of job satisfaction on the creative performance of millennial auditors*

Job satisfaction plays an important role in the creative performance of millennial auditors. The job satisfaction can be defined as the level of satisfaction experienced by people in their work. In the meantime, the inventive execution alludes to the capacity to produce imaginative thoughts and arrangements (Lee et al., 2016). The relationship between the two is important because job satisfaction has been validated to provide significant results on employee performance, turnover, and work attitudes (Haddad, 2017). When the representatives are fulfilled with their businesses, they are more likely to be spurred, locked in, and willing to go the additional mile to contribute creatively to their jobs (Rivers, 2018). Therefore, understanding the relationship between them is especially important for organizations looking to tap into the creative potential of their millennial auditors. In addition, generation theory provides insight into the influencing factors of job satisfaction and creative performance among millennials (Rivers, 2018). In addition, the decline in employee satisfaction among generationally differing representatives has gotten to be a subject of inquiry, highlighting the have to get one-of-a-kind components that impact work fulfillment and creative performance among the millennial generation (Sinha et al., 2022). By studying these frameworks and studies, organizations can gain valuable insights into how to improve job satisfaction and creative performance among their millennial auditors. The relationship between the two can have significant implications for organizational success and growth. A study by Downey et al. (2020) examined the impact of in-office distribution on team performance, highlighting the importance of job satisfaction in encouraging a work environment conducive to creativity (Downey et al., 2020). Recognizing the impact of work fulfillment on imaginative execution can offer assistance the organizations in implementing strategies to increase the level of job satisfaction among their millennial auditors, such as providing opportunities for skills development, developing a supportive work culture, and offering recognition and appreciation for creative contributions (Berry, 2010). Hence, the fifth hypothesis can be proposed as follows:

*H5: Job satisfaction positively influences the creative self-performance of millennial auditors.*

### *2.3.6. The mediating role of job satisfaction on the influence of person-environment fit on the creative performance of millennial auditors*

The relationship between the person-environment fit and inventive execution is supported by various theoretical frameworks and research findings. The theory of person-environment fit provides a foundation for understanding the impact of person-environment fit on work fulfillment and execution (Sypniewska et al., 2023). This theory suggests that when there is a great fit between people and their environment, they experience a sense of congruence and harmony, which leads to positive outcomes such as job satisfaction and creative performance (Yu, 2009). Generally, the relationship between the person-environment fit and imaginative

execution is complex and multifaceted, impacted by different components and measurements of person-environment fit. Therefore, examining the interceding impacts of work fulfillment within the setting of person-environment fit and imaginative execution on the millennial evaluators can contribute to modern information around variables impacting the inventive execution. In this manner, the sixth theory can be proposed as follows:

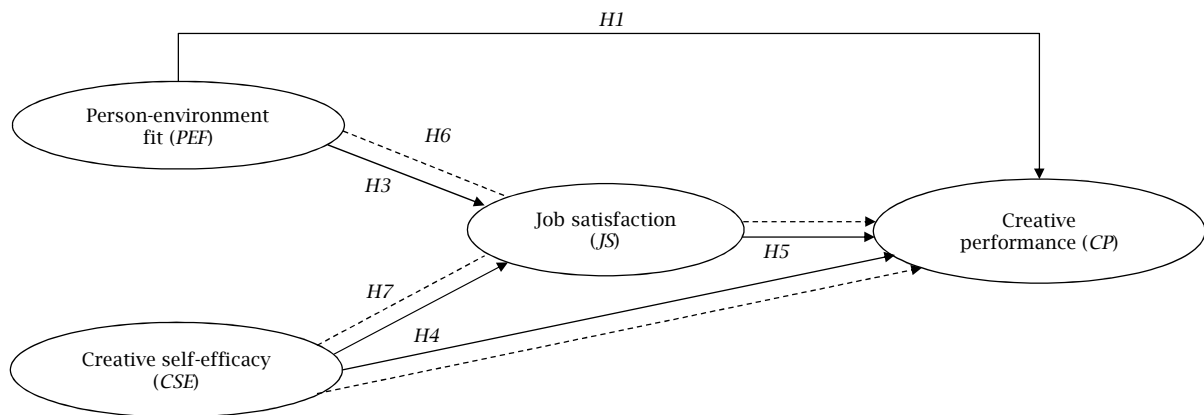
*H6: Job satisfaction mediates the influence of person-environment fit on the creative performance of millennial auditors.*

### 2.3.7. The mediating role of job satisfaction on the influence of creative self-efficacy on the creative performance of millennial auditors

Although past research has highlighted the significance of imaginative self-efficacy for imaginative execution (Farmer & Tierney, 2017), there's a small concern about how and when imaginative self-efficacy might empower imaginative execution. For these reasons, the seventh theory can be proposed as follows:

*H7: Job satisfaction mediates the influence of creative self-efficacy on the creative performance of millennial auditors.*

**Figure 1.** Research framework



### 3. RESEARCH METHODOLOGY

This ponder utilized a cross-sectional consider plan and the information was collected using SEM in SPSS Amos 26 software. The above Figure 1 displays the variables examined in this study and the relationships.

Respondents of this study consisted of millennial auditors working in the Ministry of Education, Culture, Research, and Technology in Jakarta. The reason for choosing the auditor as a sample is because it is adjusted to the purpose of the research and the specific context of this study, where the auditor has a relationship with the work environment that requires the auditor to have performance and creative thinking in performing tasks and a very specific research context in which the auditor has a special role in creating creative solutions in conducting audits. This can be done by developing new audit methods, handling fraud cases, or similar situations that require creative thinking. The selection of research sites at the Inspectorate General of the Ministry of Education, Culture, Research, and Technology is motivated because there has a crucial role in developing the education system, culture, as well as research and technology in Indonesia and imagination is one of the imperative variables in innovation in this sector which is supported by the large number of millennials in this institution who can help in designing more human resource management policies and strategies. In accordance with the characteristics to increase innovation and improve creative performance.

This research can be carried out because the researcher has received permission through the submission of a research proposal which includes details about the research objectives, methodology, and benefits. Access is then granted based on approval of the proposal. The research was conducted from February 2023 to May 2023. The information was collected through a survey dispersed online through Google Forms using a stratified sampling method. The respondents were limited by "age stratification" and belonged to the age group of 27–42 years old. There was a total of 201 millennial auditors participating in this study. Before completing the questionnaire, the respondents were informed that they would remain anonymous and that the responses were used only for academic purposes. The main method in this study is to conduct an online survey for reasons of efficiency, but researchers prepared an alternative method in this study by using in-depth interviews with auditors to collect data from respondents through direct interaction. This is done as another approach to explore deeper and contextual insights. This alternative method will overcome some of the limitations that exist in online surveys but requires more time and resources. So, researchers prioritize conducting online survey methods as the main method which is in accordance with the purpose of the study.

**Table 1.** Statistic profile of respondents

<i>Category</i>	<i>Frequency (N = 201)</i>	<i>Percentage (%)</i>
<b>Gender</b>		
Female	80	39.81
Male	121	60.19
<b>Age</b>		
27-35 years old	93	46.27
36-42 years old	108	53.73
<b>Work unit</b>		
Inspectorate 1	38	18.90
Inspectorate 2	44	21.89
Inspectorate 3	39	19.40
Inspectorate 4	47	23.38
Investigation	33	16.43
<b>Length of service</b>		
> 10 years	7	3.48
6-10 years	116	57.71
1-5 years	78	38.81
<b>Length of work in a unit</b>		
> 5 years	89	44.27
1-5 years	112	55.72

The total number of respondents is 201, yet only 89% of them completed the questionnaire. The above Table 1 presents the demographics of respondents.

## 4. RESEARCH RESULTS

### 4.1. Demographic profile of respondents

Table 1 shows that most of the respondents are male (60.18%). Most of them are in the age group of 36-42 years old (53.73%), followed by the age group of 27-35 years old (46.27%). They work in various work units with an average of 16.43%-21.89% per work unit. Most of them have been working for 6-10 years (57.71%), while those working for > 10 years are only 3.48% of them. This difference could be influenced by the current age of respondents where some of them had started their career a few years earlier than the ones in the younger age group, making their length of work relatively shorter. As a result, more respondents have only worked for 1-5 years totaling (55.72%) than those who worked for > 5 years (44.27%).

### 4.2. Outer model evaluation

The SPSS Amos 26 was generally used for the analysis involving estimating the relationship between latent constructs based on their covariance matrices (Hair et al., 2014). The level of significant relationship between the pointers and the builds measured indicated that the constructs measured had a convergent validity. Models with good convergent validity could contribute to the results of model fit and parameter estimation. These items are then dropped for further analysis as they are not qualified. The details are shown in Table 2.

**Table 2.** Outer model estimation

Code	Dimension	$\lambda$
Person-environment fit (PEF)		
PEF 1	Person-organization fit (POF)	0.83
PEF 2		0.74
PEF 3		0.90
PEF 4	Person-team fit (PTF)	0.76
PEF 5		0.85
PEF 6		0.71
PEF 7	Person-job fit (PJF)	0.82
PEF 8		0.72
PEF 9		0.89
Creative self-efficacy (CSE)		
CSE1	Ability to solve the problem	0.71
CSE2		0.82
CSE3		0.87
CSE4	Generate ideas new	0.70
CSE5		0.76
CSE6		0.71
CSE7	Ability develop ideas	0.88
Job satisfaction (JS)		
JS1	Salary and well-being	0.77
JS2		0.71
JS3	Working individually	0.84
JS4	Leader behavior	0.65
JS5	Self-development	0.72
JS6		0.86
JS7	Interpersonal connection	0.70
JS8	Work competence	0.89
Creative performance (CP)		
CP1	Creativity	0.81
CP2		0.70
CP3		0.88
CP4	Originality and practicality	0.76
CP5		0.85
CP6	Adaptivity and practicality for organization	0.70
CP7		0.68
CP8		0.72



### 4.3. Validity and reliability

The SEM analysis aims to find out whether the indicators examined were appropriate for forming a variable or not. The results of validity and reliability tests were based on the outer loadings where the construct reliability (CR) and average variance extracted (AVE) value should be higher than 0.7 and 0.5, respectively.

**Table 3.** Validity and reliability

Variable	CR	AVE	Conclusion
PEF	0.78	0.53	Fulfilled
CSE	0.74	0.62	Fulfilled
JS	0.77	0.60	Fulfilled
CP	0.71	0.55	Fulfilled

This study finds that all constructs of PEF, CSE, JS, and CP are reliable because they have met the required value. Thus, the indicators could be used

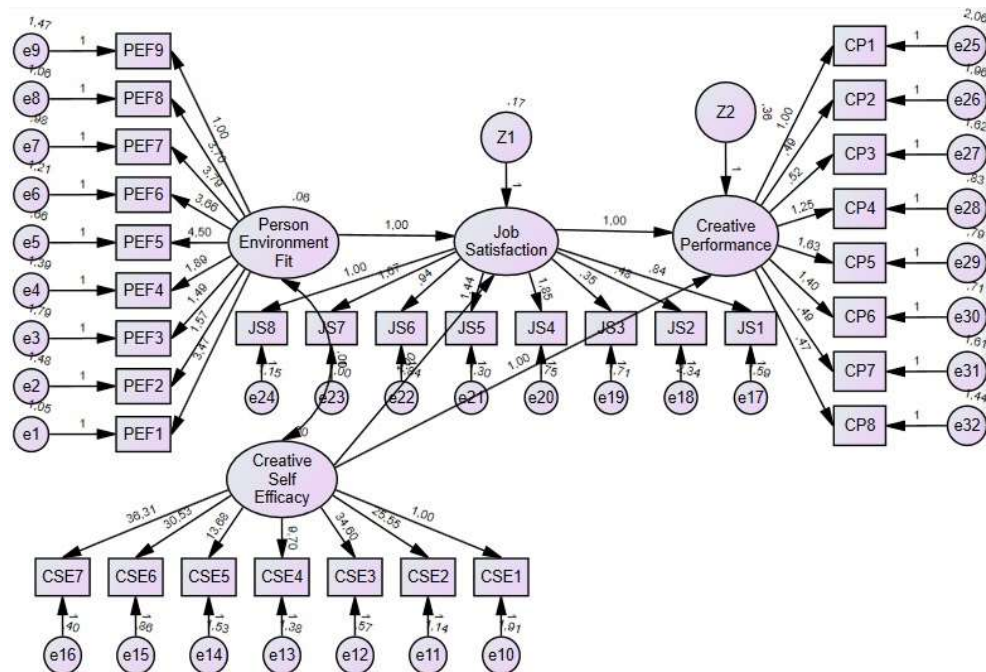
to form variables and were valid for further analysis. The following Table 3 presents the results of the validity and reliability tests.

### 4.4. Confirmatory factor analysis and goodness of fit index test

The goodness of fit (GFI) record test was performed to understand whether there is a good relationship between variables or not. The indicators used for measurement included Chi-square, root mean square error of approximation (RMSEA), adjusted goodness of fit (AGFI), and GFI. The taking after Table 4 presents the comes about of model modification based on the GFI index.

The results of the GFI record test appeared in Tables 4, 5, and 6 below conclude that the model is appropriate for further analysis as each indicator has met the required values.

**Figure 3.** Confirmatory factor analysis model for measurement scale items



Note: Prob. value = 0.001,  $df = 87$ ,  $Cmin/df = 1.524$ ,  $GFI = 0.909$ ,  $AGFI = 0.874$ , Tucker-Lewis index (TLI) = 0.932, Comparative fit index (CFI) = 0.943, Normed fit index (NFI) = 0.855, RMSEA = 0.56, Parsimony goodness of fit index (PGFI) = 0.659.

Source: Authors' elaboration.

**Table 4.** Results of model modification

Model	NPAR	Cmin	df	P	Cmin/df	NFI (Delta1)	RFI (rho1)	IFI (Delta2)	TLI (rho2)	CFI
Default model	33	132.600	87	0.001	1.524	0.855	0.825	0.945	0.932	0.943
Saturated model	120	0.000	0			1.000		1.000		1.000
Independence model	15	911.974	105	0.000	8.685	0.000	0.000	0.000	0.000	0.000

Note: RFI — relative fit index, IFI — incremental fit index, NPAR — normal parameters.

**Table 5.** Cmin and baseline comparisons

GFI	Cut-off value	Results	Conclusion
X <sup>2</sup> -Chi-square	≥ 0.05	132.588	Fit
GFI	≥ 0.90	0.909	Fit
RMSEA	≤ 0.08	0.560	Fit
AGFI	≥ 0.90	0.874	Simply fit
CFI	≥ 0.90	0.943	Fit
TLI	≥ 0.95	0.932	Fit
Cmin/df	≤ 0.05	1.524	Fit



**Table 6.** Root mean square residual, goodness of fit and root mean square error of approximation

<i>Model</i>	<i>RMR</i>	<i>GFI</i>	<i>AGFI</i>	<i>PGFI</i>	<i>RMSEA</i>	<i>LO 90</i>	<i>HI 90</i>	<i>PCLOSE</i>
Default model	1.59	0.909	0.874	0.659	0.056	0.035	0.074	0.99
Saturated model	0.000	1.000						
Independence model					0.213	0.201	0.226	0.000

Note: RMR — root mean square residual, HI 90 — higher limit of the 90%, LO 90 — lower limit of the 90%, PCLOSE — probability of close fit.

#### 4.5. Hypotheses testing

After assessing the confirmatory factor analysis (CFA) and GFI test in subsection 4.4, the results of the Amos analysis also explain the hypothetical

relationship between subordinate and autonomous factors in this ponder, both coordinate and indirect hypotheses through job satisfaction which can be seen in Tables 7 and 8 below.

**Table 7.** Structural model measurement for H1-H5

<i>Hypothesis</i>	<i>Structural relationship</i>	<i>Std. estimates</i>	<i>CR</i>	<i>p-value</i>	<i>Conclusion</i>
H1	PEF → CP	1.00	5.683	0.000*	Supported
H2	CSE → CP	1.00	5.332	0.000*	Supported
H3	PEF → JS	1.00	6.933	0.000*	Supported
H4	CSE → JS	1.00	5.396	0.000*	Supported
H5	JS → CP	1.00	5.085	0.000*	Supported

Note: \* significant marker.

**Table 8.** Structural model measurement for H6-H7

<i>Hypothesis</i>	<i>Structural relationship</i>	<i>Std. estimates</i>	<i>Lower bounds</i>	<i>Upper bounds</i>	<i>p-value</i>	<i>Type of mediator</i>
H6	PEF → JS → CP	1.00	0.052	0.539	0.018*	Mediation
H7	CSE → JS → CP	1.00	0.071	0.548	0.022*	Mediation

Note: \* significant marker.

## 5. DISCUSSION

The SEM analysis was used to test the hypotheses proposed in this study. Table 5 presents the results of hypotheses testing and it is found that all hypotheses proposed can be supported empirically since their CR value ranges from 5.085 to 6.933 or ( $> 1.96$ ) and has a p-value of  $0.000 < 0.050$  (5% significance level). This study also confirms that the JS can mediate the effect of PEF and CSE on CP.

This think about points to examine how person-environment fit and creative self-efficacy influence creative performance directly, or through job satisfaction as the mediating variable. There are a total of seven hypotheses proposed and the results confirm that all of them can be supported empirically. Discussions on the results of this study are elaborated below and in accordance with Figures 1 and 2 above.

The H1 proposing that the person-environment fit positively influences the creative performance of millennial auditors can be supported empirically. This finding is in line with studies by Wang and Wang (2018) who inspected the relationship between person-environment fit and imaginative execution. The results of this study imply that the Ministry of Education, Culture, Research, and Technology in Jakarta and leaders in the future are suggested to pay attention to the willingness of the number of employees, and environmental suitability according to the millennial generation for auditors at the Ministry of Education, Culture, Research, and Technology in Jakarta which are adapted to the duties and responsibilities that are due person-environment fit can determine creation creative performance.

Further, the findings of this study also confirm the theory proposed by Tushman and Nadler (1986) which emphasized the harmony between individuals and the environment, where this model encouraged organizations to assess and manage the alignment between individuals and their work environment. In short, this study proves that person-environment fit is a predictor of the creative performance of millennial auditors.

In expansion to affecting the work fulfillment, the experiment comes about in this consider appear that the inventive self-efficacy contains a critical part in impacting the inventive performance. The higher the imaginative self-efficacy, the higher the inventive execution. Previous research by Amoah and Mdletshe (2021), Nwanzu and Babalola (2022), showed that a significant increase in creative self-efficacy could improve the work and simultaneously creative performance. The creative performance of millennial auditors continued to motivate them to improve their performance at work every day. Further, Bandura (1994) emphasized that self-efficacy refers to the ability to be creative and produce creative results. People with self-efficacy have job satisfaction and simultaneously positively influence their creative performance. Similarly, this study also finds that job satisfaction can mediate the influence of creative self-efficacy on the creative performance of millennial auditors. The creative performance could also be increased by paying attention to increasing cognitive confidence by increasing the ability to generate confidence to work with creative and satisfying results. Therefore, achieving the organizational goals would also be easier. The results of this study are in accordance with Liu et al. (2016) who found that even though the imaginative self-efficacy was related to the inventive execution, it appeared that the impact changed in a few ponders. Thus, there should be further research to address this issue. Furthermore, this finding also proves the theory of creativity by Torrance (1995), according to which creativity highlighted the importance of divergent and convergent thinking in the creative process which had tended to be more motivated to try new ways and creative solutions to solve problems and generate new ideas. In short, this research proves that inventive self-efficacy is the indicator of inventive execution. In the case of millennial auditors, creative self-efficacy helped them face challenges, build self-confidence, and achieve the company's goals by providing an excellent understanding of the role of self-confidence in influencing their creativity and innovation.

Besides, this ponder finds that there's a noteworthy impact of person-environment fit on the work fulfillment of the millennial auditors. This finding supports a number of earlier works, such as the one by Alajili and Alshksi (2022) who found similar results. Further, this finding is also supported by the two-factor theory (Herzberg et al., 1959), explaining that satisfaction emerged if there were challenging work, growth opportunities, and rewards. Therefore, job satisfaction was able to encourage people to work well and motivate them to work together. The amount of work-related duties and responsibilities should be balanced with the number of millennial auditors in the office of the Ministry of Education, Culture, Research, and Technology to increase their job satisfaction. This finding also confirms that the person-environment fit is the predictor of job satisfaction of millennial auditors.

Moreover, this study finds that job satisfaction can mediate the influence of person-environment fit on creative performance. However, this finding is in contrast to the one found by Redelinghuys and Botha (2016). This finding is supported by the fact that job satisfaction is found to have a stronger influence on millennial auditors. It implied that if job satisfaction could be implemented effectively, it would increase the creative performance of the millennial auditors in relation to the person-environment fit. Adjusting to the number of auditors would certainly increase their significant implications for one's education and psychology. This theory simultaneously validated the importance of creating an environment that fostered creativity by providing opportunities for exploration, experimentation, and risk-taking (Almeida et al., 2008). Therefore, it can be concluded that job satisfaction can mediate the influence of person-environment fit on the creative performance of millennial auditors.

## 6. CONCLUSION

This paper examines the influence of person-environment fit and imaginative self-efficacy on

the creative performance of millennial auditors and further investigates the mediating role of job satisfaction on the impact of person-environment fit and inventive self-efficacy on the inventive execution of millennial inspectors. The study resulted in a new discovery that person-environment fit and inventive self-efficacy can be the indicators of imaginative execution of the millennial auditors. Furthermore, this study also finds that the person-environment fit is a dominant predictor of increasing job satisfaction. Job satisfaction is also proven to be a strong mediator in the influence of person-environment fit on the creative performance of millennial auditors.

There are several suggestions based on the results. This study recommends the alignment of company principles and goals, a harmonious work culture that encourages collaboration, problem-solving, and experiments, as well as an inclusive work environment that can support the development of creativity — which simultaneously results in the positive level of person-environment fit among millennial auditors. In addition, support from superiors and colleagues, training, and creativity development is important to improve the creative self-efficacy of millennial auditors.

However, this study has several limitations. First, this study did not include a complete model in the theory of model suitability, the two-factor theory by Herzberg et al. (1959), the theory of self-efficacy, and the creativity theory. Therefore, this study cannot provide detailed validation regarding which predictors are the main predictors with the most influence on creative performance. Second, this study was a cross-sectional study which failed the study to produce more reliable findings that allowed other variables to influence or mediate the creative performance. Therefore, future researchers are suggested to conduct a study longitudinally. Finally, this study only took a sample of millennial auditors in one ministry. Future researchers are suggested to examine more samples of millennial auditors in several ministries to obtain more complete, stronger and more detailed conclusions.

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## APPENDIX. QUESTIONNAIRE

<i>Dimension</i>	<i>Statement</i>	<i>Item</i>
Person-organisation fit	I feel that my personal principles are compatible with the Ministry of Education, Culture, Research, and Technology.	PEF1
	The Ministry of Education, Culture, Research, and Technology has the same principles as me in terms of social care.	PEF2
	The Ministry of Education, Culture, Research, and Technology has the same principles as me in terms of justice.	PEF3
Person-group fit	People keep each other informed about work issues in the team.	PEF4
	Ministry auditors provide and share resources to assist in the implementation of new ideas.	PEF5
	Ministry auditors work together to achieve goals.	PEF6
Person-job fit	I am the proper sort of individual for this sort of Ministry auditor job.	PEF7
	I have the suitable aptitudes and capacities to do this work as an auditor.	PEF8
	My personality is perfect for working as an auditor.	PEF9
Ability to solve the problem	As a millennial auditor, I am capable of achieving most of the objectives I have set in innovatively.	CSE1
	I am confident that I will complete a difficult task well and creatively.	CSE2
	As a millennial auditor, I believe I can achieve the results essential to me creatively.	CSE3
Generate ideas new	I believe I am capable of achieving any creative objective I set for myself.	CSE4
	I will be able to solve a wide range of problems creatively.	CSE5
	I believe that I am more creative in many respects compared to others.	CSE6
Ability to develop ideas	As a millennial auditor, I am able to complete most tasks creatively.	CSE7
Salary and well-being	I am fulfilled with the welfare of the company where I work as a millennial auditor.	JS1
	Welfare and benefits as an auditor are considered reasonable.	JS2
Working individually	I am happy and proud of my work.	JS3
Leader behavior	My employer is so skilled that I love my work as an auditor.	JS4
Self-development	As long as I perform a decent job, I will have a chance to be promoted.	JS5
	As an auditor, I am always learning and gaining new experiences.	JS6
Interpersonal connection	I am pleased to be working with my colleagues.	JS7
Work competence	Currently, the rules and regulations in the work unit make it easier for me to accomplish a decent job.	JS8
Creativity	As a millennial auditor, I can suggest a new method for achieving goals and objectives.	CP1
	I can come up with fresh and practical suggestions to enhance my creative performance as an auditor.	CP2
	As an auditor, I can seek new ideas, technologies, procedures or techniques.	CP3
Originality and practicality	As an auditor, I often suggest new ways to get the job done.	CP4
	As an auditor, I am a great source of imaginative thoughts in the office.	CP5
Adaptivity and practicality for organization	I am capable of developing suitable plans and schedules for implementing new concepts.	CP6
	I come up with inventive arrangements for issues.	CP7
	I can recommend a better approach to doing work.	CP8