



DOI: <https://doi.org/10.38035/dijemss.v6i6>
<https://creativecommons.org/licenses/by/4.0/>

From Vitality to Creativity: The Mindful Pathway in the Workplace

Billah Ahsanul Karima¹, Endang Parahyanti²

¹Faculty of Psychology, Universitas Indonesia, Depok, Indonesia, ahsanulkarima123@gmail.com

²Faculty of Psychology, Universitas Indonesia, Depok, Indonesia, ending.parahyanti@ui.ac.id

Corresponding Author: ahsanulkarima123@gmail.com¹

Abstract: Creativity is a vital competitive asset for companies, supported by extensive research on employee creativity. While most studies adopt a top-down approach, this research explores a bottom-up perspective, examining how individuals enhance creativity through proactive vitality management. Using a quantitative non-experimental method, the study involved 371 creative professionals in Indonesia, analyzed through Structural Equation Modeling - Partial Least Square (SEM-PLS). Results reveal that proactive vitality management significantly boosts employee creativity ($\beta = .676$, $p = .000$). Additionally, mindfulness positively mediates the relationship between vitality management and creativity ($\beta = .119$, $p = .002$). This study provides practical insights for creative professionals on managing energy to foster innovation and contributes theoretically to human resource management by uncovering the dynamics between vitality management, mindfulness, and creativity. Emphasizing self-driven approaches, the research offers valuable perspectives for enhancing workplace creativity, benefiting both practitioners and scholars.

Keyword: Creative workers; Employee Creativity; Mindfulness; Proactive Vitality Management.

INTRODUCTION

“Creativity is a central source of meaning in our lives... most of the things that are interesting, important, and human are the results of creativity” (Csikszentmihalyi, 1996; p:1). The above statement explains that creativity plays an important role in giving purpose and meaning to a person's life and has a broad impact on various aspects of life. Not only for individuals, creativity also plays an important role for organizations. A Statista survey (2023) involving 11.3 million employees from 803 organizations worldwide also proves that more than 70% of companies consider creative and analytical thinking to be the most desired skills to improve between 2023 and 2027. MarketSplash (2023) notes that creativity in business generates a surprising number of search results on Google, reaching a substantial figure of “379,000,000” in April 2021. This statistic reflects the growing recognition and emphasis organizations are placing on fostering creativity in the workplace.x

Creativity plays a crucial role in the success and sustainability of organizations. Numerous studies have highlighted the importance of creativity in generating new ideas,

solutions, and products, which are essential for organizations to adapt to changing environments, meet external demands, and improve internal operations (Hoever et al., 2012). Research over the past decade has consistently emphasized the importance of creativity in driving innovation, competitiveness, and overall company performance (Lee et al., 2020; Parjanen, 2012; Sokół & Figurska, 2021). Creativity is directly correlated with company performance, making it a key factor in organizational growth and development (Rodhiah, 2021).

Based on the facts presented above, the majority of industries place creativity as an important variable. There is one industry that relies on creativity as its primary capital; without creativity, this industry would cease to exist. This industry is the creative industry. The term “creative industry” refers to a sector based on creativity, skills, and individual talent, characterized by the production and consumption of creative goods and services (Huang & Jia, 2022). The primary inputs of the creative industry are creativity, skills, and talent (Rozenale & Lavanga, 2014). The creative industry is a promising sector, with evidence showing that it can produce stable products during global recessions and is the fastest-growing industry in the global economy (Bae & Yoo, 2015; De Beukelaer, 2014).

To support and enhance employee creativity, particularly in the context of the creative industry, organizations need to build an environment that fosters autonomy, provides support, and empowers employees (Nili & Tasavori, 2022; Nuzul et al., 2020). The importance of organizational climate, leadership style, and organizational control mechanisms in driving individual creative performance has been proven to stimulate creativity and innovative behavior among employees (Mutonyi et al., 2020; Adi & Sukmawati, 2020). However, there is still limited research highlighting the role individuals can play in enhancing their own creativity. Therefore, Op den Kamp (2018) introduced the concept of Proactive Vitality Management (PVM), defined as “individual, goal-oriented behavior aimed at managing physical and mental energy to promote optimal functioning at work (Op den Kamp et al., 2018a): p. 493.” Based on this definition, Proactive Vitality Management can be interpreted as an individual’s behavior in performing certain actions with the aim of effectively managing and utilizing their physical and mental energy to work optimally. These activities include scheduling work hours, managing rest periods, and other activities aimed at maintaining balance and productivity in the workplace.

Research shows that engaging in activities one enjoys can provide significant benefits for physical and mental energy with relatively little effort (Troughakos & Hideg, 2009). Research has shown that PVM plays a crucial role in fostering work engagement, creativity, and mental health (Ye et al., 2021; Op den Kamp et al., 2023). This is considered a promising approach for maintaining energy in the workplace and enhancing performance (Tisu et al., 2023). PVM involves actions that are self-directed and aimed at managing one's physical and mental energy to enhance performance (Bakker et al., 2020). Employees who proactively manage their vitality are more engaged in their work and have a greater performance-oriented focus, as demonstrated in the study by Ni et al. (2022) involving 212 employees. This proactive approach involves engaging in self-initiated strategies to manage physical and mental energy to achieve work-related goals (Bakker et al., 2020). Additionally, individuals who proactively manage their vitality for work are more likely to engage in other proactive behaviors at work.

Although many studies have found that PVM is closely related to creativity, the level of correlation between the two variables tends to be low (Op den Kamp et al., 2023b). Therefore, a mediator is needed to strengthen the relationship between the two variables. One variable that could serve as a mediator is mindfulness. Mindfulness is defined as “attention to and awareness of present events and experiences” (Brown & Ryan, 2003, p. 212). Based on this definition, it can be understood that mindfulness is attention to the events and experiences being experienced at the present moment. PVM can influence mindfulness due to the cognitive energy control that

occurs when someone engages in PVM (Op den Kamp et al., 2023b). For example, as demonstrated by Mark Zuckerberg.

In an interview with a US newspaper, Zuckerberg shared his daily routine. Zuckerberg revealed that one of his habits while working is to wear the same clothes. This is done to reduce the mental energy spent on making small decisions, “I really want to simplify my life so that I have to make as few decisions as possible about anything except how to best serve this community” (Jackson, 2023). When physical and mental energy levels are higher, it helps individuals to be more mindful and focus their attention on the present experience (Hülshager et al., 2018; Tuckey et al., 2018). Therefore, it can be assumed that when someone uses proactive vitality management, they are more likely to be mindful. This is because mindfulness requires attention and cognitive resources, which are often scarce in practice (Suelmann et al., 2018), and by practicing PVM, this energy can be accommodated effectively.

In addition to having a positive impact on feelings, mindfulness can also improve daily creative performance due to several characteristics associated with mindfulness, namely cognitive flexibility and perseverance (Nijstad et al., 2010). An important aspect of mindfulness is its connection to higher levels of attention and working memory capacity (Brown & Ryan, 2003), which can contribute to the emergence of new and original ideas. Working memory capacity drives the creative process by enabling sustained attention focused on the task and preventing unwanted mind wandering (de Dreu et al., 2012). Therefore, mindfulness can help individuals perform more creatively by involving broad attention and increasing mindfulness of internal and external stimuli (Brown et al., 2007; Dane, 2011), which can function as relevant cues or information that drives the creative process.

Based on the Conservation of Resources (COR) theory proposed by Hobfoll & Jackson (1991), Gong et al. (2020) state that the resources discussed can include aspects such as job control, decision-making authority, autonomy, self-efficacy, and other psychological resources that are considered valuable by individuals. This theoretical framework suggests that individuals strive to acquire and maintain resources to facilitate effective coping mechanisms in dealing with challenges and stressors in their environment. Halbesleben et al. (2014) further elaborate on the COR Theory, emphasizing that individuals are driven to protect existing resources while striving to acquire new ones. The motivation to protect and accumulate resources is a fundamental aspect of human behavior and influences individuals' responses to various situations and stressors.

Creativity has a positive relationship with work innovation, which is the main output of the creative industry. Therefore, based on the Conservation of Resources theory, creativity becomes a resource that must be preserved when working in the creative industry. To achieve creativity, several approaches can be taken based on the Conservation of Resources theory, namely by providing supporting resources to employees from the organization (top-down) and employees independently maintaining their own resources (bottom-up). According to research conducted by (Op den Kamp et al., 2018b), individuals can maintain their creativity by proactively managing their energy at work.

METHOD

This study is a non-experimental quantitative study with cross-sectional data collection. The sampling technique used is convenience sampling. The variables studied are proactive vitality management, mindfulness, and creativity. Participants in this study were selected from a population of employees working in the creative industry and under the IT, design, and marketing divisions. The survey was distributed via Google Forms. The minimum number of participants required for this study, based on G Power calculations, is 119 participants.

There are three measurement tools used in this study. The first is individual creativity, developed by Zhou and George (2001) and adapted into Indonesian by Hahn et al. (2015). This measurement tool consists of four items that measure the level of creativity of employees in

performing their tasks. This measurement tool has a reliability value of $\alpha = 0.87$. Examples of items used are “I often find creative solutions to problems at work” and “I suggest new ways to perform tasks.” The second is the PVM scale developed by Op den Kamp et al. (2018b), which consists of 8 items and has a reliability value of $\alpha = 0.95$. It uses a 7-point Likert scale ranging from 1 = Strongly disagree to 7 = Strongly agree. Examples of items used include “Today, I ensure that I feel enthusiastic while working” and “Today, I motivate myself to work.” This measurement tool was first adapted into Indonesian by the researcher. Finally, the mindfulness measurement tool used was developed by Brown & Ryan (2003), consisting of 5 items with a 6-point Likert scale ranging from 1 = Not at all to 6 = Very much. This measurement tool has a reliability value of $\alpha = 0.80$, with example items such as “Today, I had difficulty staying focused on what was happening” and “Today, I did something without paying proper attention.”

Descriptive data will be analyzed using SPSS version 26. Data analysis will use SEM-PLS with the help of smartPLS 4.0 to test the hypotheses. Descriptive data analysis will be used to determine the mean, standard deviation, and respondent characteristics. The researcher distributed the questionnaire via Google Forms and collected responses from 492 respondents. Respondents who did not pass the attention checker item and invalid data were then eliminated, leaving 371 respondents for further analysis.

The first step is to enter all items that are hypotheses, namely proactive vitality management, mindfulness, and creativity. Next, place the items to be analyzed into a chart that resembles the proposed hypothesis. The analysis performed is an evaluation of the measurement model involving convergent validity, internal consistency (Cronbach's alpha), and discriminant validity. The next step is structural model analysis to test the hypothesis, considering the goodness of the model, namely SRMR, variance inflation factor (VIF), PLS predict, cross-validated predictive ability test (CVPAT), f square, and Q square predictive.

RESULTS AND DISCUSSION

Table 1 shows the demographic data of the participants involved in this study, where most respondents were female with a percentage of 80%, while males accounted for 20%. Based on age, most respondents were aged 26-35 years with a percentage of 62%. Most respondents also worked in the marketing division, accounting for 42%. Based on educational level, the majority of respondents have completed high school/vocational school education, accounting for 44%. Additionally, 55% of all respondents have been working in their current position for 1-3 years. Finally, the majority of respondents work under a hybrid system, accounting for 42%.

Table 1. Respondent Demographics

| Characteristic | n | % |
|------------------|-----|----|
| Gender | | |
| Man | 78 | 20 |
| Woman | 295 | 80 |
| Age | | |
| 18 - 25 | 122 | 33 |
| 26 - 35 | 230 | 62 |
| 36 - 45 | 19 | 5 |
| Position | | |
| Marketing | 155 | 42 |
| Design | 77 | 21 |
| IT | 139 | 37 |
| Education | | |
| SMA/SMK | 162 | 44 |
| Sarjana | 151 | 41 |
| Diploma | 49 | 13 |
| Magister | 9 | 2 |
| Tenure | | |

| | | |
|------------------|-----|----|
| 1 – 3 tahun | 205 | 55 |
| 3 – 5 tahun | 125 | 34 |
| 5 – 10 tahun | 37 | 10 |
| 10 – 20 tahun | 4 | 1 |
| Work Type | | |
| WFO | 136 | 37 |
| WFH | 80 | 21 |
| Hybrid | 155 | 42 |

Table 2 illustrates the reliability and validity measurement results obtained through the application of the PLS algorithm. The PLS algorithm provides data related to convergent validity, composite reliability, internal consistency (Cronbach's alpha), and discriminant validity. The outer loading and average variance extracted (AVE) values exceed 0.5, indicating that the indicators are capable of explaining more than 50% of the variance associated with the measured construct (Hair & Alamer, 2022). Composite reliability values above 0.7 indicate that the measurement tool is reliable, as do Cronbach's alpha values exceeding 0.7, reflecting strong internal consistency (Hair & Alamer, 2022). Multicollinearity analysis was conducted using the variance inflation factor (VIF) to ensure that each exogenous latent variable in the model was not correlated (no multicollinearity) in the regression analysis. Multicollinearity was considered absent if the VIF value was less than 5.

Table 2. Reliability, Validity, and Multicollinearity

| Variabel | Indikator | λ | rho_c | Alpha | AVE |
|------------------------------------|-----------|-----------|-------|-------|-------|
| Manajemen Vitalitas Proaktif (PVM) | PVM1 | 0.88 | 0.897 | 0.847 | 0.686 |
| | PVM2 | 0.95 | | | |
| | PVM3 | 0.98 | | | |
| | PVM4 | 1.18 | | | |
| | PVM5 | 1.07 | | | |
| | PMV6 | 1.09 | | | |
| | PVM7 | 0.92 | | | |
| | PVM8 | 1.02 | | | |
| Mindfulness | MI1 | 1.19 | 0.881 | 0.831 | 0.597 |
| | MI2 | 0.94 | | | |
| | MI3 | 0.96 | | | |
| | MI4 | 1.07 | | | |
| | MI5 | 0.97 | | | |
| Kreativitas | CI1 | 1.11 | 0.928 | 0.911 | 0.616 |
| | CI2 | 1.13 | | | |
| | CI3 | 0.94 | | | |
| | CI4 | 0.87 | | | |

After the reliability and convergent validity of the measurement model were established, discriminant validity analysis was conducted to ensure that each construct measured exhibited distinct characteristics relative to other constructs. The heterotrait-monotrait ratio (HTMT) test was used to determine the extent to which item correlations with different constructs deviated from item correlations within the same construct (Hair et al., 2019). The discriminant validity of the measurement model is considered adequate if the HTMT value is below 0.9.

Table 3. Reliability, Validity, and Multicollinearity

| | IC | MI | PVM |
|-----|-------|-------|-----|
| IC | | | |
| MI | 0.496 | | |
| PVM | 0.673 | 0.514 | |

Hypothesis testing was performed using the bootstrapping method to maximize the R-square results (Hair et al., 2019). In addition to hypothesis testing, structural model evaluation

provides insight into how well the developed model achieves relevant predictive accuracy. Key indicators of model fit include SRMR, PLS predict, cross-validated predictive ability test (CVPAT), f-square, variance inflation factor (VIF), and predictive Q-square values (Chin, 2010; Hair et al., 2022; Sharma et al., 2022).

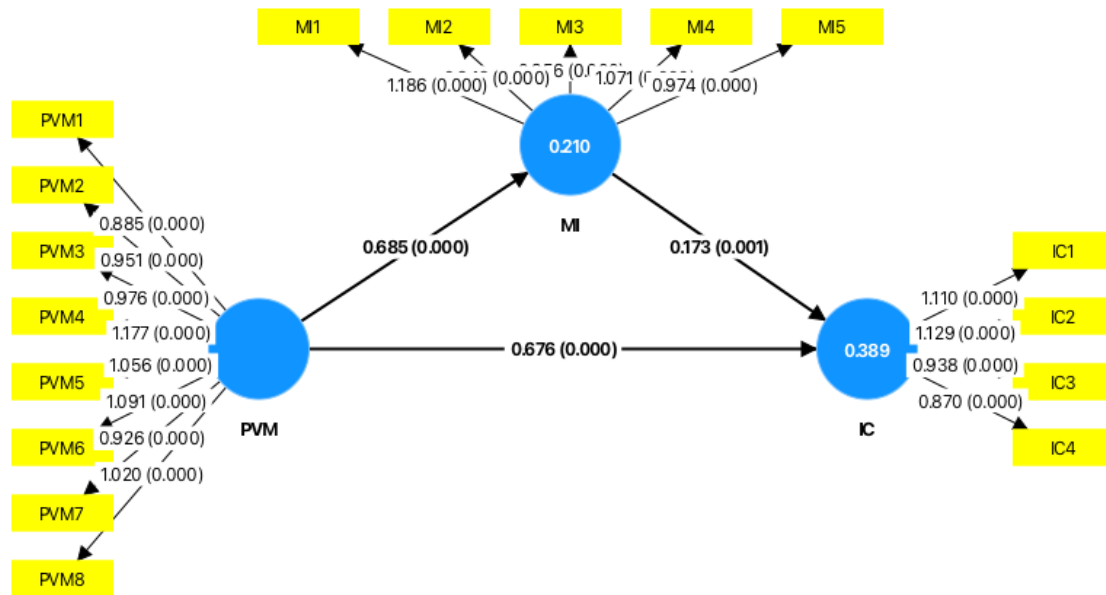


Figure 1. Full Model

Determination coefficient analysis was conducted to assess model fit and the contribution of each exogenous latent variable to endogenous latent variables across the model, with values ranging from 0 to 1. Regression test results showed that the simultaneous impact of all predictors on creativity was reflected in an adjusted R-square value of 0.389. This indicates that all predictor variables collectively explain 38.9% of the variance in creativity. A predictive Q-square value exceeding 0 indicates strong predictive capacity. Additionally, the model is considered adequate if the standardized root mean square residual (SRMR) value is less than 0.08. However, the model is still considered to have acceptable fit if the SRMR value is below 0.1, as proposed by Hair et al. (2022). Overall, the model shows a predictive Q² value exceeding zero, indicating accurate and relevant predictive capacity compared to the linear model (Q² = 0.992).

Table 4. Estimate Model

| | R-square | R-square adjusted | Q ² predict | RMSE | MAE | SRMR |
|-----------|----------|-------------------|------------------------|-------|-------|-------|
| IC | 0.392 | 0.389 | 0.992 | 0.470 | 0.374 | 0.061 |
| MI | 0.212 | 0.210 | 0.988 | 0.589 | 0.460 | |

Multicollinearity analysis was performed using the variance inflation factor (VIF) to ensure that there were no exogenous latent variables in the model that were interrelated (multicollinearity) in the regression analysis. Multicollinearity was considered absent if the VIF value was less than 5. In addition, effect size analysis was performed to determine the influence of each exogenous variable on the dependent variable in the model. Based on the data presented in the table below, proactive vitality management was found to have a significant effect on creativity, with an effect size of 0.339. This finding indicates a substantial impact on the creativity model. See Table 5.

Table 5. VIF & f-square

| | VIF | f-square |
|----------|-------|----------|
| MI – IC | 1.269 | 0.049 |
| PVM – IC | 1.269 | 0.339 |
| PVM – MI | 1.000 | 0.269 |

The bootstrapping method was used to test the path coefficients for both direct and indirect effects, using 5,000 subsamples (Hair et al., 2019). The hypothesis was accepted if the p-value was less than 0.05 and rejected if the p-value exceeded 0.05. Based on these criteria, all hypotheses are accepted. Therefore, it can be concluded that the relationships between the variables in the proposed model are significantly and positively correlated. Proactive vitality management has a positive relationship with mindfulness and creativity. Additionally, mindfulness acts as a positive mediator in the relationship between proactive vitality management and creativity. A more detailed explanation is presented in Table 6 below.

Table 6. Bootstrapping Hypothesis Testing

| | Original Sample (O) | T Statistics | P values |
|---------------|---------------------|--------------|----------|
| MI – IC | 0.173 | 3.439 | 0.001 |
| PVM – IC | 0.676 | 8.507 | 0.000 |
| PVM - MI | 0.685 | 10.650 | 0.000 |
| PVM – MI – IC | 0.119 | 3.176 | 0.002 |

Next is the common method bias (CMB) test. Common Method Bias is a variance error caused by the use of the same data collection method for independent and dependent variables. Researchers have anticipated this bias by including attention-checker items and differentiating the Likert scale range in the questionnaire section. Harman's Single Factor test was conducted to ensure that CMB did not occur, with the condition that the variance of a single factor must be below 50% (Podsakoff et al., 2003). In this study, CMB did not occur, with a single factor variance percentage of 43.025%.

The purpose of this study is to evaluate the feasibility of a bottom-up approach in companies to foster creativity among creative professionals. This approach is based on the role of proactive vitality management and mindfulness mediation. The direct relationship between proactive vitality management and mindfulness mediation shows statistical significance (p-value < 0.05). The results of the study indicate that mindfulness acts as a partial mediator ($\beta = .119$, p-value .002), where the direct effect of proactive vitality management ($\beta = .676$, p-value .000) has a greater influence on creativity than through the role of mindfulness.

The results of this study differ from those of Op den Kamp (2022), who stated that mindfulness fully mediates the relationship between proactive vitality management and creativity. This difference may be due to the complex relationship between mindfulness and creativity, which is influenced by various other variables. Several studies have shown a positive correlation between mindfulness and creativity (Li, 2023; Byrne & Thatchenkery, 2019), but the exact mechanisms underlying this relationship remain unclear. Mindfulness is believed to enhance psychological capital and engagement in the creative process, which in turn improves creative performance (Li et al., 2020). Additionally, mindfulness can improve attention regulation and awareness, which may facilitate the creative process (Byrne & Thatchenkery, 2019). However, the mediating role of these factors has not been extensively studied compared to the direct relationship between proactive vitality management and creativity.

Conversely, numerous studies (Tisu et al., 2023; Op den Kamp et al., 2018; Bakker et al., 2018) show that proactive vitality management has a direct positive impact on creativity. Proactive vitality management, which involves self-regulation actions to manage physical and mental energy, has been shown to increase individual energy levels and generate additional resources that can be invested in creative work. This direct relationship has been empirically

supported. Proactive vitality management can lead to increased organizational effectiveness, as individuals proactively manage their vitality to optimize their performance and contribute to a positive work environment (Op den Kamp et al., 2018). Individuals who proactively manage their vitality are more likely to be engaged in their work, demonstrate a greater performance-oriented mindset, and generate creative solutions.

CONCLUSION

The results of this study indicate that the direct effect of proactive vitality management on creativity is more prominent than the effect mediated by mindfulness. Proactive vitality management consistently shows a direct positive impact on creativity. In contrast, the relationship between mindfulness and creativity is more complex and may be influenced by many other factors. However, this study has limitations. The sample was limited to creative workers, so the results may differ in other divisions. The use of self-report scales may also introduce bias into this study. Although a CMB test was conducted and no CMB was identified, future research should consider this aspect. Additionally, data collection was conducted at a specific point in time, and the research method is correlational. Future studies may consider an experimental approach to provide deeper insights.

REFERENCE

- A Nuzul, A., Witjaksono, A. D., & Kistyanto, A. (2020). Empowering Leadership and Employee Creativity: The Mediating Role of Psychological Empowerment. *SEISENSE Journal of Management*, 3(6), 14–25. <https://doi.org/10.33215/sjom.v3i6.467>
- Bae, S. H., & Yoo, K. (2015). Economic modeling of innovation in the creative industries and its implications. *Technological Forecasting and Social Change*, 96, 101–110. <https://doi.org/10.1016/j.techfore.2015.02.010>
- Bakker, A. B., Petrou, P., Op den Kamp, E. M., & Tims, M. (2020). Proactive Vitality Management, Work Engagement, and Creativity: The Role of Goal Orientation. *Applied Psychology*, 69(2), 351–378. <https://doi.org/10.1111/apps.12173>
- Brown, K. W., & Ryan, R. M. (2003). The benefits of being present: Mindfulness and its role in psychological well-being. *Journal of Personality and Social Psychology*, 84(4), 822–848. <https://doi.org/10.1037/0022-3514.84.4.822>
- Brown, K. W., Ryan, R. M., & Creswell, J. D. (2007). Mindfulness: Theoretical Foundations and Evidence for Its Salutary Effects. In *Psychological Inquiry* (Vol. 18, Issue 4).
- Byrne, E. K., & Thatchenkery, T. (2019). Cultivating creative workplaces through mindfulness. *Journal of Organizational Change Management*, 32(1), 15–31. <https://doi.org/10.1108/JOCM-10-2017-0387>
- Dane, E. (2011). Paying attention to mindfulness and its effects on task performance in the workplace. *Journal of Management*, 37(4), 997–1018. <https://doi.org/10.1177/0149206310367948>
- De Beukelaer, C. (2014). Creative industries in “developing” countries: Questioning country classifications in the UNCTAD creative economy reports. *Cultural Trends*, 23(4), 232–251. <https://doi.org/10.1080/09548963.2014.912043>
- de Dreu, C. K. W., Nijstad, B. A., Baas, M., Wolsink, I., & Roskes, M. (2012). Working memory benefits creative insight, musical improvisation, and original ideation through maintained task-focused attention. *Personality and Social Psychology Bulletin*, 38(5), 656–669. <https://doi.org/10.1177/0146167211435795>
- Gong, Z., Yang, J., Gilal, F. G., Van Swol, L. M., & Yin, K. (2020). Repairing Police Psychological Safety: The Role of Career Adaptability, Feedback Environment, and Goal-Self Concordance Based on the Conservation of Resources Theory. *Sage Open*, 10(2). <https://doi.org/10.1177/2158244020919510>

- Hahn, M. H., Lee, K. C., & Jo, N. Y. (2015). Scenario-based management of individual creativity. *Computers in Human Behavior*, 42, 36–46. <https://doi.org/10.1016/j.chb.2013.07.058>
- Hair, J., & Alamer, A. (2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) in second language and education research: Guidelines using an applied example. *Research Methods in Applied Linguistics*, 1(3), 100027. <https://doi.org/10.1016/j.rmal.2022.100027>
- Halbesleben, J. R. B., Neveu, J.-P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to the “COR.” *Journal of Management*, 40(5), 1334–1364. <https://doi.org/10.1177/0149206314527130>
- Hobfoll, S. E., & Jackson, A. P. (1991). Conservation of resources in community intervention. *American Journal of Community Psychology*, 19(1), 111–121. <https://doi.org/10.1007/BF00942259>
- Hoeber, I. J., van Knippenberg, D., van Ginkel, W. P., & Barkema, H. G. (2012). Fostering team creativity: Perspective taking as key to unlocking diversity’s potential. *Journal of Applied Psychology*, 97(5), 982–996. <https://doi.org/https://doi.org/10.1037/a0029159>
- Huang, L., & Jia, Y. (2022). Innovation and Development of Cultural and Creative Industries Based on Big Data for Industry 5.0. *Scientific Programming*, 2022. <https://doi.org/10.1155/2022/2490033>
- Hülshager, U. R., Walkowiak, A., & Thommes, M. S. (2018). How can mindfulness be promoted? Workload and recovery experiences as antecedents of daily fluctuations in mindfulness. *Journal of Occupational and Organizational Psychology*, 91(2), 261–284. <https://doi.org/10.1111/joop.12206>
- Lee, A., Legood, A., Hughes, D., Tian, A. W., Newman, A., & Knight, C. (2020). Leadership, creativity and innovation: a meta-analytic review. *European Journal of Work and Organizational Psychology*, 29(1), 1–35. <https://doi.org/10.1080/1359432X.2019.1661837>
- Mutonyi, B. R., Slåtten, T., & Lien, G. (2020). Organizational climate and creative performance in the public sector. *European Business Review*, 32(4), 615–631. <https://doi.org/10.1108/EBR-02-2019-0021>
- Ni, Y. L., Kuo, C. C., Wu, C. H., Chang, W. H., & Chen, L. H. (2022). How Can We Cope with Self-Control Demands and Enhance Proactive Vitality Management? The Role of Leisure Crafting and Supervisor Recreational Sports Support. *Journal of Happiness Studies*, 23(8), 3961–3980. <https://doi.org/10.1007/s10902-022-00572-9>
- Nijstad, B. A., De Dreu, C. K. W., Rietzschel, E. F., & Baas, M. (2010). The dual pathway to creativity model: Creative ideation as a function of flexibility and persistence. *European Review of Social Psychology*, 21(1), 34–77. <https://doi.org/10.1080/10463281003765323>
- Nili, F., & Tasavori, M. (2022). Linking an autonomy-supportive climate and employee creativity: the influence of intrinsic motivation and company support for creativity. *European Business Review*, 34(5), 666–688. <https://doi.org/https://doi.org/10.1108/EBR-06-2021-0146>
- Op den Kamp, E. M., Tims, M., Bakker, A. B., & Demerouti, E. (2018a). Proactive vitality management in the work context: development and validation of a new instrument. *European Journal of Work and Organizational Psychology*, 27(4), 493–505. <https://doi.org/10.1080/1359432X.2018.1483915>
- Op den Kamp, E. M., Tims, M., Bakker, A. B., & Demerouti, E. (2018b). Proactive vitality management in the work context: development and validation of a new instrument. *European Journal of Work and Organizational Psychology*, 27(4), 493–505. <https://doi.org/10.1080/1359432X.2018.1483915>

- Op den Kamp, E. M., Tims, M., Bakker, A. B., & Demerouti, E. (2023a). Creating a creative state of mind: Promoting creativity through proactive vitality management and mindfulness. *Applied Psychology*, 72(2), 743–768. <https://doi.org/10.1111/apps.12399>
- Op den Kamp, E. M., Tims, M., Bakker, A. B., & Demerouti, E. (2023b). Creating a creative state of mind: Promoting creativity through proactive vitality management and mindfulness. *Applied Psychology*, 72(2), 743–768. <https://doi.org/10.1111/apps.12399>
- Parjanen, S. (2012). Experiencing Creativity in the Organization: From Individual Creativity to Collective Creativity. *Interdisciplinary Journal of Information, Knowledge, and Management*, 7, 109–128. <https://doi.org/https://doi.org/10.28945/1580>
- Rodhiah. (2021). *Effect of Inventiveness and Novelty to Competitive Advantages and Performance of Creative Industry in Tangerang*.
- Rozentale, I., & Lavanga, M. (2014). The “universal” characteristics of creative industries revisited: The case of Riga. *City, Culture and Society*, 5(2), 55–64. <https://doi.org/10.1016/j.ccs.2014.05.006>
- Sokół, A., & Figurska, I. (2021). The Importance of Creative Knowledge Workers in Creative Organization. *Energies*, 14(20), 6751. <https://doi.org/https://doi.org/10.3390/en14206751>
- Suelmann, H., Brouwers, A., & Snippe, E. (2018). Explaining Variations in Mindfulness Levels in Daily Life. *Mindfulness*, 9(6), 1895–1906. <https://doi.org/10.1007/s12671-018-0932-1>
- Tisu, L., Virgă, D., & Mermeze, I. (2023). Autonomy and Performance: Proactive Vitality Management and Work Engagement as Sequential Mediators of the Relationship. *Psychological Reports*, 126(1), 411–433. <https://doi.org/10.1177/003329412111048470>
- Trougakos, J. P., & Hideg, I. (2009). *Momentary work recovery: The role of within-day work breaks* (pp. 37–84). [https://doi.org/10.1108/S1479-3555\(2009\)0000007005](https://doi.org/10.1108/S1479-3555(2009)0000007005)
- Tuckey, M. R., Sonnentag, S., & Bryan, J. (2018). Are state mindfulness and state work engagement related during the workday? *Work and Stress*, 32(1), 33–48. <https://doi.org/10.1080/02678373.2017.1420707>
- Ye, D. X., Li, J. S., & Li, F. (2021). Proactive vitality management and mental health: The role of work engagement. *PsyCh Journal*, 10(4), 668–669. <https://doi.org/10.1002/pchj.466>