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The Influence of Organizational Culture on the Skills and Creativity of Generation Z Employees

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ABSTRACT

Organizational culture plays an essential role in shaping employee behavior, skills, and creativity, particularly among Generation Z, who dominate today's digital workforce. This study aims to analyze the influence of organizational culture on the skills and creativity of Generation Z employees in the creative industry. The research employed a quantitative approach with a causal design and survey method. Data were collected from 111 Generation Z employees working in creative industry subsectors in Bandar Lampung. A structured questionnaire was used as the research instrument, and the data were analyzed using multiple linear regression with SPSS 24. The results indicate that organizational culture has a positive and significant effect on employee skills and creativity). These findings highlight that a strong organizational culture enhances both skills and creativity among Generation Z employees.

Keywords *Organizational Culture, Skills, Creativity, Generation Z, Creative Industry*

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INTRODUCTION

The creative industry is one of the most dynamic and competitive worldwide due to fast digital change and continuous innovation. Successful companies in this area depend on their workers' capacity to innovate and learn new skills. This approach relies on an organizational culture that encourages learning, cooperation, and innovation (Makumbe, 2022; Cao et al., 2025). Organizational culture is a common set of values, conventions, and beliefs that influence employee behavior and performance. The creative sector requires constant innovation and flexibility, thus an organizational culture that encourages change and experimentation boosts employee abilities and creativity (Tang et al., 2025). Previous research shows that cultures that value freedom of speech, employee empowerment, and receptivity to new ideas boost employee intrinsic motivation and innovation (Barua et al., 2024; Zhu, 2022).

Employee skills and inventiveness determine organizational success in a knowledge-driven and more complex workplace. Today's job requires critical

thinking, problem-solving, cooperation, and digital literacy, not only technical skills (Koehorst et al., 2021). In dynamic industries like the creative arts, where everyone must be innovative and flexible, these skills are crucial. Technology and digital transformation have changed the workplace, demanding adaptable, imaginative, and skilled workers who can adjust to changing industry demands. Employee capacities increasingly include technical competence and a wider spectrum of soft and digital competencies to negotiate complicated and constantly changing professional environments (Koehorst et al., 2021).

Thus, developing applicable skills enhances an employee's ability to innovate within a company. Thus, successful human resource development plans must include how corporate culture affects employee skill development, especially among younger creatives. Research shows that organizational cultures that encourage development, empowerment, and learning boost employee performance (Tan et al., 2023). A culture that promotes creativity and cooperation allows employees—especially Generation Z—to learn through experience, curiosity, and organized training. Training and development programs in such firms go beyond administrative formalities and become strategic components of employee competency improvement (Zhu et al., 2022).

Kreativität—the capacity to develop new and innovative ideas at work—has been experimentally related to organizational innovation and sustainable success (Chaubey et al., 2021). Creative thinking is influenced by motivation, competence, organizational support, and work environment (Zhu et al., 2022). Empowerment and transformational leadership foster creative identities and innovative work behaviors (Tan et al., 2023). Empowering work settings encourage skill development via active investigation and experience learning, fostering creativity. Thus, a culture that emphasizes employee autonomy, open communication, and psychological safety fosters learning skills and creativity.

As the newest employment group, Generation Z differs from previous generations. Generation Z workers are tech-savvy and want flexibility, constant learning, and work-life balance (Koehorst et al., 2021). In the creative business, this generation has great potential for innovation. Their success depends on company culture that shares their values and goals. Generation Z values meaningful work, autonomy, and innovative, inclusive workplaces above career security and hierarchical recognition. Generational disparities need adaptive management and cultural methods to enhance performance and participation in enterprises.

Chaubey et al. (2021) found that staff training and skill development only work in an organizational culture that encourages innovation. Innovative cultures encourage people to learn new skills and find creative solutions to

workplace issues. Collaborative and autonomy-supportive environments boost creativity and skill development, especially in self-developing generations like Generation Z (Tan et al., 2023). The corporate environment fosters and limits individual learning and creative achievement.

Jia et al. (2024) discovered that new technologies like artificial intelligence may boost employee creativity if the company has an adaptable culture that supports creative technology use. This shows that corporate culture is more than a store of shared values; it drives innovation by exploiting technical advances. Thus, cultural flexibility and technological engagement must combine to generate innovation and competitive advantage in the digital age. Alignment enables workers to try new techniques, tools, and ideas while meeting company goals.

Despite rising studies on organizational culture and creativity, little is known about how these dynamics effect Generation Z workers in emerging nations' creative sectors. Many studies generalize results across sectors or generational cohorts without thoroughly addressing the particular interaction of culture, generation, and creative sector features (Yesuf et al., 2024). This study examines how organizational culture affects Generation Z workers' abilities and creativity in Indonesia's creative sector to fill that gap. The project seeks scholarly and practical human resource management ideas that address generational and industry differences.

This research focuses on the creative industry because of its worldwide economic impact and innovation-driven growth. The UK creative industry generates £125 billion and employs over 2.4 million people, expanding 1.5 times faster than the economy. In San Antonio, the creative sector produces $5.18 billion and supports around 20,800 jobs. These numbers show how much the industry needs new ideas and innovation to stay competitive. The creative business in Indonesia is active and demanding, with generational variety complicating values, communication, and work habits.

Given this backdrop, studying how organizational culture affects Generation Z workers' talents and creativity in Indonesia's creative economy is important and relevant. It fills research gaps and offers practical insights for improving human resource management in one of the nation's most innovative areas. The research also supports generational adaptability in organizations by highlighting how cultural and management frameworks may be reformed to meet changing worker demands. This study investigates how corporate culture might help Generation Z workers acquire skills and creativity, with theoretical and practical consequences for innovation in the contemporary creative economy.

RESEARCH METHOD

Type of Research

This quantitative cross-sectional causal study uses a causal research strategy. Sekaran and Bougie (2019) define quantitative research as the systematic processing and analysis of numerical data using mathematical and statistical methods. This strategy lets researchers objectively measure variables and assess their associations statistically. A cross-sectional approach allows data collection at one time, revealing the link between organizational culture, skills, and creativity among Generation Z creative sector personnel.

Causal research examines cause-and-effect linkages, where one element influences another. In this research, corporate culture is the independent variable whereas employee skills and creativity are dependent. This approach is used to scientifically investigate how company culture influences Generation Z workers' relevant abilities and creative capacity. The study seeks to demonstrate how supportive cultural contexts might improve skill acquisition and creative performance in contemporary organizations by determining the direction and amplitude of these associations.

Operational Definition of Variables

This research uses corporate culture as an independent variable and employee skills and creativity as dependent factors. According to Sekaran and Bougie (2016), the independent variable affects other variables, either positively or adversely. Diversity in company culture should explain differences in employee talents and inventiveness. The Tang et al. (2025) framework of organizational fairness, identity, and empowerment is used to define organizational culture in this research. Employee views of equality and consistency in organizational decision-making and assessments are called organizational fairness. Organizational identity is how many workers absorb and take pride in the company's ideals. Employee empowerment measures autonomy, influence, and decision-making involvement. These aspects impact workers' experiences, motivation, and performance, which affects their skill development and creativity.

The dependent variables in this research are employee skills and creativity, which are the results of organizational culture adoption. Independent variables impact or explain dependent variables, according to Sekaran and Bougie (2016). Employee skills are the ability to do jobs efficiently and effectively according to company standards. Based on Mangkunegara (2014), employee abilities are judged by quantity, quality, and punctuality. The amount of work workers perform within objectives is called work quantity. Work quality is workers' capacity to satisfy organizational requirements while

working together and supporting one another. Task accomplishment and attendance consistency determine punctuality. These dimensions' indications highlight both technical achievement and behavioral consistency that shows accountability and dependability in performing tasks. These assessments allow for empirical assessment of employee abilities as a function of individual competency and corporate culture.

However, employee creativity is the ability to develop innovative and beneficial ideas that increase organizational innovation. This framework measures creativity via fluency, adaptability, elaboration, and uniqueness. Fluency is an employee's ability to generate many ideas or solutions quickly, whereas flexibility is the ability to apply different views and adapt to new circumstances. Elaboration entails developing or refining ideas into more comprehensive and practical concepts, whereas originality requires creating new and uncharted solutions. These domains' indications reflect creativity's cognitive, behavioral, and emotive aspects. This research measures all variables using a four-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = agree, and 4 = strongly agree). Johns (2005) claims that a four-point scale is better at generating truthful replies because it removes the neutral option, which respondents typically use to minimize cognitive effort or social desirability bias. This scale improves data quality and dependability by eliminating the neutral midway, encouraging respondents to reveal their true opinions. In conclusion, operationalizing these factors offers a thorough and empirically supported framework for assessing how organizational culture affects Generation Z creative sector workers' abilities and creativity.

Population and Sample Size

A population is a group of people, events, or things that a researcher studies, according to Sekaran and Bougie (2019). This research includes Bandar Lampung creative industry workers. Creative industry has sixteen subsectors, according to the Ministry of Tourism and Creative Economy (Kemenparekraf). In 2024, the Central Bureau of Statistics (BPS) Bandar Lampung reported 36,113 creative industry business units spanning numerous subsectors. Architecture, photography, music, publishing, and product design are smaller subsectors than cuisine (72.32%) and fashion (14.87%), followed by crafts or handicrafts (7.81%). One survey found that 43.29% of creative industry professionals in Bandar Lampung were university students. This number shows a large workforce of Generation Z, whose digital literacy and inventiveness match the creative sector's needs. Due to their significance and usefulness in portraying creative labor dynamics in Bandar Lampung, the study focuses on three

primary subsectors culinary, fashion, and crafts given this generational composition.

According to Hair et al. (2019), the sample size, a subset of the population, should be proportional to the number of indicators used in the research instrument, usually four to eight respondents per indicator. The questionnaire in this research has thirty-six statement items reflecting three variables. Using the formula of 5 responders per indication yields 180 participants (36 × 5). For statistical adequacy and generalizability, Hair et al. (2019) recommend a sample size of 100–200 respondents for multivariate analysis. Thus, 180 respondents in this survey fulfilled the specified level and reflect Bandar Lampung's creative workforce. To evaluate corporate culture, personnel capabilities, and creative hypotheses, the sample size was determined for reliability and validity.

Purposive sampling was used in this study. Non-probability sampling, according to Sekaran and Bougie (2016), does not provide each population member an equal chance of being selected for the research sample. This strategy is extended to purposeful sampling, which selects participants based on researcher-determined criteria to guarantee they can contribute relevant study data. This approach is ideal for studying specific phenomena in specified environments. For this study, only Bandar Lampung creative industry workers in culinary, fashion, and crafts are included. Purposive sampling helps the researcher to choose respondents with the right expertise and experience, improving data relevance and validity.

Data was collected by surveying chosen respondents using standardized questions. Surveys are one of the most popular tools in business and social research because they are methodical and quantitative, enabling researchers to obtain huge amounts of primary data quickly, according to Sekaran and Bougie (2016). Based on previously established indications for each research variable, this study's questionnaire was closed-ended and used a four-point Likert scale from 1 (strongly disagree) to 4 (strongly agree). This scale makes measuring respondents' views and perceptions of study constructs clear and consistent. To make surveys accessible and convenient, they were distributed offline and online. Before full-scale dissemination, a small sample of respondents pre-tested the instrument for clarity, coherence, and dependability. The final questionnaire was linguistically intelligent, contextually appropriate, and methodologically sound after pre-testing. Surveys using structured questionnaires provide primary data on corporate culture, staff abilities, and creativity in Bandar Lampung's creative business.

Data Analysis Methods

This research used SPSS 24.0 to perform descriptive and inferential statistical tests on quantitative data. SPSS was chosen because it can effectively handle large datasets and execute diverse analyses, assuring quantitative research findings' validity and correctness. The analytical approaches included instrument validity and reliability testing, classical assumption tests—particularly normality—and multiple linear regression analysis to determine how the independent variable affected the dependent variables. This method is acceptable since linear regression is frequently used to assess causal links, establish the effect of each independent variable, and decide which variable has the most impact on the dependent variable. SPSS makes regression analysis more practical and accessible than Structural Equation Modeling (SEM) while retaining statistical rigor and dependability (Ghozali, 2016).

After instrument validation using the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity, reliability, assumption, and hypothesis testing were performed. Using factor analysis, questionnaire items were validated to verify they accurately assessed the theoretical concept. Validity was defined as a KMO value of at least 0.50, an MSA of 0.50 or higher, a Bartlett's significance level below 0.05, and factor loadings of 0.40 or higher. The instrument's internal consistency was tested to ensure that measurement findings were steady between trials. Although Cronbach's Alpha is usually used, this research employed Spearman correlation. The non-parametric Spearman correlation was better for analyzing inter-item consistency when the assumption of normality was not fulfilled since the data was obtained using an ordinal Likert scale (Sekaran & Bougie, 2016).

The hypothesis testing examined how company culture affected employee abilities and creativity. The researcher used multiple regression analysis to determine the independent variable's direct influence on each dependent variable and their intensity and direction. This investigation determined the fraction of skills and creativity variation explained by organizational culture. Hypothesis testing also used the t-test to see whether regression coefficients were substantially different from zero. Hair et al. (2019) employ the t-test to determine the statistical significance of mean differences between two groups or variable levels, with a p-value below 0.05, as proposed by Sekaran and Bougie (2016).

Finally, a normality test was done to check that the regression model residuals followed a normal distribution, a linear regression analysis assumption. Ghozali (2016) noted that the normality test ensures that the independent and dependent variables are properly distributed to avoid biased

or inefficient estimates. The One-Sample Kolmogorov–Smirnov (K-S) test was used, suggesting normally distributed data with a significance value above 0.05. A K-S test significance level below 0.05 indicated that the data did not follow a normal distribution. This research used various analytical methods to verify that the data satisfied statistical assumptions and that corporate culture affected Generation Z workers' talents and inventiveness.

RESULT AND DISCUSSION

Respondent Characteristics

This study's respondent characteristics attempts to give a complete demographic picture of research participants. Understanding these features helps understand data in context and ensure respondents meet study objectives. Tables 1 demonstrate that gender, birth year, education level, job duration, and creative industry subsector are analyzed. All 111 respondents are Generation Z, born 1997–2012. A roughly balanced gender distribution is shown by the 60 men (54%) and 51 females (46%). Males are significantly more represented, although creative industry gender involvement is equal. The gender distribution of personnel may affect organizational dynamics, innovation, and skill development.

Table 1.
Characteristics of Generation Z Respondents

Respondent Characteristics	Category	Frequency	Percentage
Gender	Male	60	54%
	Female	51	46%
Year of Birth	1997–2012 (Generation Z)	111	100%
Educational Attainment	High School Equivalent	80	72%
	Diploma (D3)	2	2%
	Bachelor's/Master's (S1/S2)	29	26%
Length of Employment	0–4 Years	80	72%
	5–9 Years	29	26%
	10–14 Years	2	2%
	>14 Years	0	0%
Creative Industry Subsector	Advertising	14	13%
	Culinary	54	49%
	Handicraft	13	12%
	Fashion	30	27%

Most Generation Z respondents attended senior high school (72%), followed by bachelor's degree holders (26% or 29) and diploma-level graduates (2% or 2). This suggests that most workers have practical and vocational backgrounds and value applied skills above academic ones. However, university graduates provide intellectual variety and analytical thinking, which may boost organizational innovation. Work tenure research shows that 80 respondents (72%) have worked for less than four years, 29 (26%) for five to nine years, and two (2%) for ten to fourteen years, with none for more than fourteen years. These numbers indicate that most Generation Z workers are new to the workforce and still learning their trade. This allows firms to foster innovative and collaborative work cultures that reflect the changing creative sector.

Respondents came from four creative industries: culinary (49% or 54 people), fashion (27% or 30 people), crafts (12% or 13 people), and advertising (13% or 14 people). The booming food and beverage industry attracts young entrepreneurs and digital-savvy workers, and the culinary sector dominates. A large majority of respondents work in fashion, emphasizing design and lifestyle trends. Crafts and advertising, however smaller, provide creativity via artistry, craftsmanship, and communication innovation. Generation Z respondents are mostly young, male, high school graduates with little job experience and a focus on cooking. This profile emphasizes their professional development and creative growth potential in supportive corporate environments.

When analyzing all 198 responses, 127 (64%) are male and 71 (36%) are female, demonstrating a male majority. The demographic makeup is 111 Generation Z (56%), 87 Generation Y (44%). This age mix shows a balance between tech-savvy younger workers and experienced older workers. Senior high school education accounts for 68% of respondents, bachelor's degrees 25%, and diplomas 7%. The sample has a wide range of past work, with 46% of respondents worked for less than four years and 22% for more than fourteen. The creative subsectors continue as follows: cooking (53%), fashion (20%), crafts (14%), and advertising (13%). Powered by Generation Z workers, the culinary industry remains Bandar Lampung's creative economy's key foundation. Respondents show that the creative industry workforce is young, dynamic, and concentrated in sectors with high consumer engagement, making them an ideal example of innovation-driven employment supported by organizational cultures that encourage learning, collaboration, and creativity.

Analysis of Questionnaire Tabulation Results

This research examined how organizational culture affects Generation Z creatives' talents and inventiveness. Each variable in this study was examined

using indicators as statement items in a standardized questionnaire. The test measured respondents' corporate culture, abilities, and workplace innovation. In the next section, mean scores for each variable show respondents' questionnaire replies. These mean ratings indicate how respondents strongly agreed with each item and reveal Generation Z workers' organizational culture, talents, and innovation in the creative business.

Survey results on organizational culture in Item 4, "I feel proud to be part of this organization," had the highest Likert mean score of 3.44. This suggests most respondents feel pride and affiliation in their company. Item 11, "I have a significant influence on what happens in my unit," had the lowest mean score, 3.25. Some workers believe their influence in their unit is restricted, despite its modest worth. The mean value for all organizational culture claims was 3.33, which is modest. Thus, Generation Z workers see their organizational culture as somewhat good, but it needs development, especially in employee engagement and influence in work unit decision-making.

Survey results on staff competencies are in Item 11, "I can complete the tasks that are my responsibility with satisfactory results," had the highest mean score of 3.54, indicating a pretty high score. This shows that most respondents believe they can do their duties well and provide great results. In contrast, question 2, "I am able to perform more than one task within a given time," had the lowest mean score of 3.32. This suggests some workers need to improve their multitasking skills. The mean score for skill-related elements was 3.45, which is relatively high, indicating that Generation Z workers have strong job abilities, especially in punctuality, teamwork, and quality. Their multitasking skills might be improved, which is crucial in the creative industry's fast-paced atmosphere.

Item 6, "I add relevant details to make my work more interesting," had the highest mean score of 3.44, indicating strong agreement. This shows that Generation Z workers pay attention to detail and try to make their work seem good, which is crucial to creative performance. Item 1, "I can generate many ideas in a short time," had the lowest mean score, 3.26. This score is currently reasonable, but it implies that ideation speed may be improved. Average inventiveness score was 3.36, which is quite high. This suggests that Generation Z creatives can refine and develop ideas into more attractive results. However, brainstorming, innovation workshops, and open collaboration platforms may help firms generate ideas more quickly.

Validity and Reliability Test

The validity test ensured that the research instrument measured the target constructs and verified that methods, instruments, and procedures predicted

certain ideas (Sekaran & Bougie, 2016). With a KMO score of 0.924 and a significant Bartlett's Test ($p = 0.000$; Chi-Square = 2680.884; df = 496), the data were appropriate for factor analysis. Following factor extraction and Varimax rotation, most indicators in the constructs of Organizational Culture, Skills, and Creativity showed factor loadings > 0.50, supporting validity. To ensure construct validity, one Creativity indicator with a loading value below 0.50 was eliminated from further analysis.

Due to data non-normality, Spearman correlation reliability tests found positive and significant connections between variables. Organizational Culture is strongly correlated with Skills ($r_s = 0.752$; $p < 0.001$) and Creativity ($r_s = 0.721$; $p < 0.001$), whereas Skills is strongly correlated with Creativity ($r_s = 0.822$; $p < 0.001$). Organizational Culture substantially affected Skills ($B = 0.817$; $\beta = 0.780$; $t = 13.027$; $p < 0.001$) and Creativity ($B = 0.478$; $\beta = 0.750$; $t = 11.831$; $p < 0.001$), according to regression Bootstrapping supported these findings (BCa 95% CI = [0.625–0.996]), showing that Generation Z creative industry workers benefit from a strong organizational culture in skill development and creativity.

Normality Test

This research used the One-Sample Kolmogorov–Smirnov test to assess whether the regression model residuals were normal. A properly distributed dataset has a significance value > 0.05. Regression analysis relies on residual normality testing for unbiased parameter estimation and reliable statistical inference. The Kolmogorov–Smirnov test findings for 111 respondents showed significant values (Asymp. Sig. 2-tailed) of 0.012 for the first residual and 0.007 for the second residual, both below 0.05. This violates the parametric regression analysis normalcy assumption since the residuals were not normally distributed.

The bootstrapping approach was used to improve statistical estimate robustness. Bootstrapping, a non-parametric resampling method, improves standard error and confidence interval estimates for means, medians, proportions, correlations, and regression coefficients (Cheung et al., 2023). When standard assumptions of normalcy fail, this strategy helps researchers get reliable data.

Hypothesis Testing

This research tested the significance of mean value differences between two groups in the observed variables using the t-test. Researchers use the t-test to assess whether differences between two means are statistically significant, indicating important correlations between variables (Hair et al., 2019). Valid regression analysis requires data normality testing before the t-test to confirm

that independent and dependent variables followed a normal distribution (Ghozali, 2016).

The t-test showed that company culture positively impacts Generation Z workers' talents and inventiveness. A high positive correlation between organizational culture and employee talents, with a Standardized Coefficient Beta of 0.780, a t-value of 13.027, and a significance level of 0.000 ($p < 0.05$). Similarly, Table 4.8 shows that organizational culture impacts creativity with a Standardized Coefficient Beta of 0.750, a t-value of 11.831, and a significance level of 0.000 ($p < 0.05$). These results show that a strong company culture improves Generation Z workers' skill development and creativity.

The Influence of Organizational Culture on the Skills of Generation Z Employees

The basic regression study shows that company culture improves Generation Z workers' talents. With a significance level of 0.000, the constant value of 13.970 predicts employee skill level when organizational culture is maintained constant. Additionally, the regression coefficient ($B = 0.817$, $p < 0.05$) shows that each incremental change in organizational culture leads to a 0.817 higher employee skill level. The statistical significance of this link is confirmed by the 13,027 t-value, which is far higher than the essential t-table value. The standardized coefficient beta of 0.780 shows that corporate culture strongly influences employee skill development, underscoring its importance in boosting Generation Z workers' professional skills. Chaubey et al. (2021) found that training and skill development programs only work with an innovative company culture. Assens-Serra et al. (2021) discovered that strategy and competence form company culture, which affects employee skills. Generation Z is adaptable, creative, and collaborative, therefore firms must foster a learning-oriented and inventive culture to improve employee skills and flourish.

The Influence of Organizational Culture on the Creativity of Generation Z Employees

This research shows that company culture strongly influences Generation Z workers' inventiveness. The positive regression coefficient shows that a strong company culture boosts employee creativity. Organizational culture allows people to experiment, express new ideas, and solve issues creatively. A friendly, collaborative, and psychologically safe workplace lets Generation Z workers be innovative without fear of failure. Such a culture encourages creativity and boosts workers' intrinsic incentive to advance the company. These results confirm Chaubey et al. (2021), who found that an innovative company culture helps increase skills and creativity. Jawwad and Zabir (2023) found that employee innovation improves performance and organizational

contribution. Assens-Serra et al. (2021) showed that strategy and competence shape a creative culture. Generation Z is inventive and technology-driven, therefore firms must support openness, cooperation, and innovation to generate creativity and lasting success.

CONCLUSION

The results and discussion in this research demonstrate that corporate culture favorably and substantially impacts Generation Z creative sector workers' talents and creativity. The findings demonstrate that employee competence growth requires a strong business culture. Strong and supportive culture encourages collaboration, learning, and adaptability, which improves employee skills. Internalizing organizational concepts improves technical and soft skills including communication, teamwork, and problem-solving. Research shows that organizational culture promotes Generation Z workers' creativity. Open, independent, and innovative workplaces inspire new ideas and solutions. A good workplace culture fosters creativity and innovation.

Creative organizations should integrate their training and development programs with their culture to develop employees. Workers need a learning environment to strengthen their professional and interpersonal abilities. To enhance critical thinking and strategic awareness, employees should make decisions. Job rotation and cross-functional assignments may also improve employee adaptability. Workplaces should encourage cooperation, learning, and information sharing. Creating a culture of growth and innovation may help companies optimize Generation Z workers' technological advancement and adaptability.

Companies need open communication and experimentation to innovate. Workplace brainstorming and discussion platforms let employees express their creativity without judgment. Rewards for creativity excite and inspire innovation. Facilitating cross-departmental projects promoting interdisciplinary collaboration and new solutions. Companies may encourage employee creativity by including cultural values like teamwork, ongoing learning, and measured risk-taking. Companies may boost Generation Z workers' creativity, innovation, and competitiveness by providing such an atmosphere.

Although encouraging, the study emphasizes numerous limitations that should be considered when interpreting the data. Self-administered internet questionnaires may have been biased by participants' subjective perceptions. The study only covered Generation Z workers in Indonesia's creative sector, limiting its application to other generations or industries. Third, the research model ignores leadership style, physical work environment, and technical help,

focusing solely on company culture, personnel talents, and creativity. Thus, future research should include additional factors and utilize mixed-method techniques to better understand how corporate culture influences employee performance, creativity, and innovation across professional settings.

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