

The Impact of Innovative Culture on Employee Creativity: The Mediating Role of Intrinsic Motivation and the Moderating Role of Team Support in Photo Studios in Bandar Lampung City

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Abstract

This study aims to examine the effect of innovative culture on employee creativity with intrinsic motivation as a mediating variable and team support as a moderating variable in photo studios in Bandar Lampung City. This research uses a quantitative approach with a survey method involving 133 employees from 11 photo studios. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results show that innovative culture has a positive and significant effect on employee creativity and intrinsic motivation. Intrinsic motivation also has a significant effect on employee creativity and acts as a mediating variable in the relationship between innovative culture and creativity. In addition, team support is proven to moderate the relationship between intrinsic motivation and employee creativity, where higher team support strengthens this relationship. These findings indicate that employee creativity is influenced by organizational, psychological, and social factors. Therefore, organizations need to develop an innovative culture, enhance intrinsic motivation, and build a supportive team environment to improve employee creativity.

Keywords: *Innovative Culture, Intrinsic Motivation, Team Support, Employee Creativity*

INTRODUCTION

The development of the creative industry in Indonesia has shown increasingly competitive dynamics, particularly in the photography service sector, which demands continuous innovation and high-quality visual outputs. In this context, employee creativity has become a key factor in determining an organization's ability to adapt and create added value. Creativity is no longer viewed as an additional capability, but rather as a fundamental element for sustainability and competitive advantage, especially for photo studios in Bandar

Lampung City that face rapidly changing customer preferences. Companies are established with a vision of long-term sustainability, not merely for short-term purposes but for long-term continuity. Therefore, the primary objective of a company is no longer solely to maximize profit, but rather to maximize firm value as optimally as possible (Manan et al., 2025). From a human resource management perspective, creativity is considered an intangible asset that strengthens an organization's competitive advantage (Joesyiana et al., 2024). Moreover, creativity is not limited to artistic expression, but also refers to the cognitive ability to develop new ideas, generate solutions, and approach problems in innovative ways (Febrianty et al., 2024).

Innovative culture is one of the key factors that drive employee creativity. Organizational culture itself refers to a set of values, beliefs, norms, behaviors, and practices that are shared among members of an organization and shape how individuals think and act within the workplace (Islamuddin et al., 2024). In the context of innovative culture, these values are reflected in a work environment that supports experimentation, freedom of expression, and tolerance for failure. Previous studies have shown that organizations with a strong innovative culture tend to have higher levels of employee creativity (Cahyadi et al., 2024). However, the influence of innovative culture on creativity is not always direct, but often operates through psychological mechanisms such as intrinsic motivation. Intrinsic motivation can be defined as an internal drive that arises from within individuals without external pressure, based on personal willingness, interest, and satisfaction (Febrianty & Muhammad, 2023).

In addition to internal factors, social factors such as team support also play an important role in enhancing employee creativity. Team support, which includes open communication, trust, and collaboration, can strengthen the influence of innovative culture on creativity. As a moderating variable, team support may either strengthen or weaken this relationship depending on the level of support perceived by employees (Kurniawati, 2025). However, empirical research examining the relationship between innovative culture, intrinsic motivation, team support, and employee creativity in the context of local creative industries, particularly photo studios in Bandar Lampung City, remains limited. This is important because effective employee management plays a crucial role in determining how businesses grow and sustain their competitiveness (Yuniarti et al., 2021).

Based on this condition, there is a significant research gap in the lack of empirical studies that comprehensively examine these relationships in local creative industries. Therefore, this study aims to analyze the effect of innovative culture on employee creativity, with intrinsic motivation as a mediating variable and team support as a moderating variable in photo studios in Bandar Lampung City. This study is expected to provide theoretical

contributions to the development of human resource management literature, as well as practical contributions for photo studio managers in enhancing employee creativity through effective management of organizational culture, motivation, and teamwork.

THEORETICAL REVIEW

Human Resource Management

Human Resource Management (HRM) is a strategic approach to managing the workforce so that employee potential can be utilized optimally to achieve organizational goals. In a modern perspective, HRM is not only focused on administrative functions but also acts as a key driver in shaping behavior, performance capacity, and competitive advantage (Efendi, 2024). HRM functions include workforce planning, recruitment, selection, training and development, performance appraisal, compensation, and career development, all of which are integrated to ensure employees possess the necessary competencies, motivation, and supportive work environment. In creative industries such as photo studios, HRM plays a crucial role in placing the right individuals, developing both technical and creative skills, and establishing work systems that encourage experimentation and continuous learning

Definition of Employee Creativity

Employee creativity can be defined as an individual's ability and tendency in the workplace to generate ideas, solutions, products, or procedures that are both novel (original) and useful within the context of their job, encompassing both the creative thinking process and applicable outcomes (Amosun, 2023). In this study, creativity is measured through dimensions of fluency, flexibility, originality, and elaboration. Intrinsic motivation is positioned as a factor influencing employee creativity and serves as a mediating variable between innovative culture as the independent variable and creativity as the dependent variable. Meanwhile, team support is treated as a moderating variable that can strengthen the relationship, either between innovative culture and intrinsic motivation or between intrinsic motivation and creativity, depending on the theoretical justification used..

Definition of Innovative Culture

Innovative culture, from a human resource management perspective, refers to a set of values, norms, and work practices that consistently encourage the emergence of new ideas, experimentation, and continuous improvement within an organization. It is not only reflected in innovation programs but also in how organizations operate and manage employees as agents of change (Guha et al., 2025). This culture is developed through integrated HR practices such as recruitment, training, performance evaluation, reward systems, and

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leadership development that provide autonomy, learning opportunities, and appreciation for creativity, thereby fostering an adaptive and competitive work environment. Furthermore, innovative culture is supported by organizational learning processes such as knowledge sharing, reflection, and continuous evaluation, and is strengthened by psychological factors such as psychological safety, emotional support, and supportive leadership. Thus, innovative culture is the result of systematic HR management that promotes creative thinking, collaborative behavior, and sustainable innovation capabilities.

Definition of Intrinsic Motivation

Intrinsic motivation is an internal drive that leads individuals to perform activities due to satisfaction, interest, and enjoyment derived from the work itself, rather than external rewards or pressures. Within the framework of Self-Determination Theory (SDT), intrinsic motivation emerges when basic psychological needs autonomy, competence, and relatedness are fulfilled, leading individuals to engage in work because they find it enjoyable, challenging, and meaningful (Ryan & Deci, 2020). Theoretically, intrinsic motivation enhances deep task engagement, promotes exploration of new ideas, and encourages cognitive risk-taking necessary for generating original ideas. When employees enjoy their work, they are more likely to experiment, integrate knowledge, and develop unconventional solutions, thereby directly contributing to increased employee creativity.

Definition of Team Support

Team support refers to an individual's perception that coworkers and team members provide emotional, social, informational, and practical assistance, making them feel valued, supported, and equipped with the resources needed to perform their work effectively (Loliyani et al., 2024). This support fosters psychological safety, a sense of belonging, and facilitates the exchange of ideas and feedback within the work environment. In supportive team conditions, employees are more comfortable expressing ideas, experimenting, sharing knowledge, and taking creative risks—key aspects of the creative process. Informational and practical support provide access to ideas, inspiration, and work facilities, while social and emotional support enhance motivation, self-confidence, and the courage to explore new approaches.

METHOD

Research Design

This study employed a quantitative approach using a survey method to examine the effect of innovative culture on employee creativity, with intrinsic motivation as a mediating

variable and team support as a moderating variable. The quantitative method was chosen as it enables the measurement of relationships between variables and allows statistical analysis to test causal relationships. Data were collected in numerical form and analyzed using statistical techniques to evaluate the proposed research model

Population and Sample

The population of this study consisted of all employees working in photo studios in Bandar Lampung City, including photographers, editors, assistants, and other relevant staff involved in creative processes. A total of 133 employees from 11 photo studios were included as respondents. This study used a non-probability sampling technique, specifically purposive sampling, where participants were selected based on specific criteria such as being actively involved in studio operations and willing to participate in the survey. The sampling technique applied was saturated sampling (census), in which the entire population was used as the research sample

Data Analysis Technique

The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the SmartPLS software. This method was selected due to its ability to analyze complex models involving mediating and moderating variables and its suitability for relatively small sample sizes. The analysis consisted of two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The outer model was assessed using validity and reliability tests, including factor loadings, Average Variance Extracted (AVE), composite reliability, and Cronbach's alpha. Meanwhile, the inner model was evaluated through path coefficients, coefficient of determination (R^2), and predictive relevance (Q^2). Hypothesis testing was conducted using the bootstrapping method with a significance level of 5%, where a relationship is considered significant if the t-statistic is greater than 1.96 and the p-value is less than 0.05. The analysis also included testing direct effects, indirect effects (mediation of intrinsic motivation), and interaction effects (moderation of team support)

RESULTS

Validity And Reliability Testing

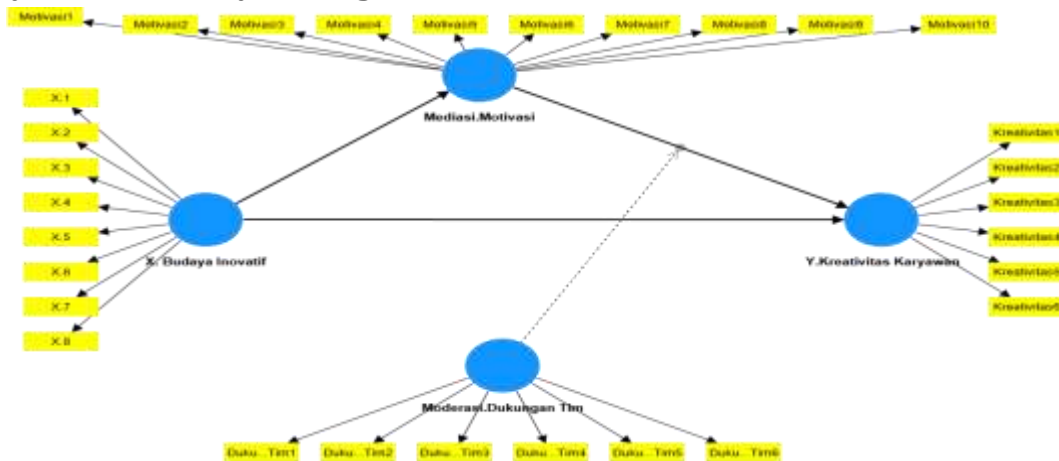


Figure 1. Hipotesis

Based on the results of the measurement model (outer model) testing using SmartPLS, all indicators in this study have met the criteria for validity and reliability. This is indicated by outer loading values that are mostly ≥ 0.70 , as well as several indicators with values ranging from 0.50 to 0.70, which are still considered acceptable since the Average Variance Extracted (AVE) values for each construct exceed the minimum threshold of ≥ 0.50 . Therefore, all indicators are declared valid and reliable and are suitable for further analysis.

Cross Loading

Table 1. Cross Loading

Item	Innovative Culture (X)	Intrinsic Motivation (Mediation)	Team Support (Moderation)	Employee Creativity (Y)
X1	0.648	0.534	0.482	0.403
X2	0.598	0.462	0.339	0.309
X3	0.656	0.457	0.294	0.412
X4	0.766	0.550	0.552	0.457
X5	0.677	0.454	0.536	0.420
X6	0.661	0.479	0.477	0.404
X7	0.758	0.536	0.491	0.498
X8	0.716	0.588	0.458	0.468
M1	0.581	0.621	0.429	0.447
M2	0.511	0.698	0.367	0.376
M3	0.574	0.771	0.442	0.436
M4	0.494	0.691	0.326	0.343

M5	0.575	0.751	0.388	0.490
M6	0.569	0.792	0.484	0.550
M7	0.603	0.809	0.545	0.508
M8	0.570	0.765	0.569	0.526
M9	0.354	0.617	0.451	0.347
M10	0.365	0.551	0.609	0.558
Z1	0.456	0.517	0.774	0.469
Z2	0.537	0.499	0.800	0.476
Z3	0.587	0.539	0.808	0.474
Z4	0.560	0.510	0.841	0.474
Z5	0.501	0.478	0.803	0.557
Z6	0.592	0.607	0.823	0.541
Y1	0.494	0.537	0.531	0.776
Y2	0.488	0.466	0.484	0.743
Y3	0.468	0.510	0.502	0.784
Y4	0.542	0.560	0.496	0.877
Y5	0.526	0.529	0.512	0.813
Y6	0.384	0.473	0.378	0.723

Based on the cross-loading results, all indicators for the variables Innovative Culture, Intrinsic Motivation, Team Support, and Employee Creativity have outer loading values above the minimum threshold. Therefore, all indicators are considered valid and capable of adequately measuring their respective constructs. These results indicate that the research instrument has met the criteria of convergent validity, and all indicators are appropriate for use in the next stage of analysis, namely structural model and hypothesis testing.

Realibility Testing

Table 2 Realibility Testing

Variable	Cronbach's Alpha	Composite Reliability (pa)	Description
Intrinsic Motivation (Mediation)	0.889	0.895	Reliable
Team Support (Moderation)	0.894	0.896	Reliable
Innovative Culture (X)	0.839	0.845	Reliable
Employee Creativity (Y)	0.876	0.881	Reliable

Based on the reliability test results, all research variables—Intrinsic Motivation, Team Support, Innovative Culture, and Employee Creativity—have Cronbach's Alpha and Composite Reliability values above the minimum threshold. Thus, all constructs in this study

are considered reliable, indicating that the research instrument has good internal consistency and is suitable for further analysis.

Hypothesis Testing

Table 3. Hypothesis Testing

Hypothesis	Path	Coefficient (O)	t-Statistic	p-Value	Decision
H1	Innovative Culture → Employee Creativity	0.168	1.660	0.007	Accepted
H2	Innovative Culture → Intrinsic Motivation	0.741	10.844	0.001	Accepted
H3	Innovative Culture → Intrinsic Motivation → Employee Creativity	0.240	2.999	0.003	Accepted
H4	Intrinsic Motivation × Team Support → Employee Creativity	0.240	4.298	0.008	Accepted

The results of the hypothesis testing indicate that innovative culture plays a significant role in enhancing employee creativity, both directly and indirectly. Directly, innovative culture has a positive and significant effect on employee creativity, suggesting that a work environment that encourages new ideas, experimentation, and openness can improve employees' ability to produce creative outcomes. In addition, innovative culture has a strong positive influence on intrinsic motivation, indicating that when organizations provide space for innovation, employees become internally motivated, feel challenged, satisfied, and enjoy their work.

Furthermore, intrinsic motivation also has a positive and significant effect on employee creativity and acts as a mediating variable in the relationship between innovative culture and creativity. This means that innovative culture not only enhances creativity directly but also indirectly through increased intrinsic motivation. Moreover, team support strengthens this relationship as a moderating variable. When employees receive strong team support—such as collaboration, assistance, and emotional encouragement—the effect of intrinsic motivation on creativity becomes stronger. Therefore, the combination of innovative culture, intrinsic motivation, and team support serves as a key factor in enhancing employee creativity in photo studios.

DISCUSSION

The Effect of Innovative Culture on Employee Creativity

Innovative culture has been proven to have a positive and significant effect on employee creativity in photo studios in Bandar Lampung City. A work environment that is open to new ideas, encourages experimentation, and accepts failure as part of the learning process creates conditions that support the emergence of creative ideas. In creative industries, this environment enables employees to explore ideas more freely and produce original work. This finding is consistent with Pratita (2022), who states that organizations that tolerate failure can enhance employees' courage in creative thinking.

However, this effect has not yet reached its full potential due to limited time available for employees to experiment. Work pressure and project demands often cause employees to focus more on routine tasks rather than idea exploration. Nugroho (2024) also emphasizes that innovative culture will be more effective in enhancing creativity when supported by adequate facilities and time. Therefore, organizations need to provide operational support to maximize employee creativity.

The Effect of Innovative Culture on Intrinsic Motivation

Innovative culture has a positive and significant influence on employees' intrinsic motivation. A work environment that provides autonomy, values new ideas, and supports innovation can foster internal motivation, encouraging employees to work with enthusiasm. Employees are not only driven by external demands but also enjoy the work process and feel challenged to grow. This finding aligns with Oktaviani (2025), who argues that an innovative work environment enhances intrinsic motivation through freedom and challenging work conditions.

On the other hand, limited time for experimentation can weaken intrinsic motivation. High workloads reduce employees' opportunities for self-development and creative exploration. Agustin et al. (2025) highlight that intrinsic motivation develops optimally when organizations provide real support, including time and opportunities for innovation. Therefore, a balance between job demands and opportunities for exploration is essential.

The Effect of Intrinsic Motivation on Employee Creativity

Intrinsic motivation has been shown to have a positive and significant effect on employee creativity. Employees who possess internal drives such as interest, enthusiasm, and self-confidence tend to be more active in exploring ideas and generating creative solutions. In the context of photo studios, intrinsic motivation plays a crucial role in fostering innovation and creativity. This finding is supported by Dzirrusydi and Heswanda (2025), who state

that intrinsic motivation encourages employees to be more active in innovating and expressing ideas.

However, a low sense of pride in one's work can hinder creativity. When employees do not feel proud of their work, they are less motivated to innovate and contribute creatively. Ulfiana and Nurali (2024) also emphasize that strong intrinsic motivation—especially self-confidence and a sense of ownership toward one's work—is essential in enhancing employee creativity. Therefore, organizations should increase appreciation and recognition to support the development of creativity.

The Effect of Team Support as a Moderating Variable

Team support has been found to strengthen the relationship between intrinsic motivation and employee creativity. A supportive work environment characterized by trust and collaboration among team members encourages employees to express creative ideas more confidently. This indicates that intrinsic motivation becomes more effective when supported by a positive social environment. This finding is consistent with Rahmad & Suratman (2025), who highlight that team support can enhance motivation and positively impact employee performance and creativity.

However, ineffective communication within the team can weaken this moderating effect. Poor communication may hinder the exchange of ideas and creative collaboration. Shafira et al. (2025) also emphasize that a supportive work environment, including effective communication, is essential for improving employee creativity and productivity. Therefore, organizations need to strengthen team communication to ensure that team support functions optimally.

CONCLUSION

This study concludes that innovative culture plays a significant role in enhancing employee creativity in photo studios in Bandar Lampung City. A work environment that encourages experimentation, openness to new ideas, and acceptance of failure as part of the learning process has been proven to foster creative behavior among employees. This finding is consistent with previous research indicating that an innovative organizational culture positively influences employee creativity and performance (Ananta et al., 2024). However, the effectiveness of innovative culture is not solely determined by organizational values but is also influenced by the availability of time and opportunities for employees to explore and develop their creative ideas.

Furthermore, intrinsic motivation is identified as an important psychological mechanism in strengthening employee creativity. Employees who experience enjoyment,

autonomy, and a sense of meaning in their work tend to be more engaged and proactive in exploring new ideas. This study also confirms that intrinsic motivation acts as a mediating variable in the relationship between innovative culture and creativity, indicating that the impact of organizational culture on creativity becomes stronger when employees possess high internal motivation. This finding aligns with previous studies showing that intrinsic motivation significantly contributes to employee creativity and innovative behavior (Ulfiana & Nurali, 2024).

Moreover, team support is proven to function as a moderating variable that strengthens the relationship between intrinsic motivation and employee creativity. A supportive team environment characterized by trust, collaboration, and mutual assistance enhances employees' confidence in expressing ideas and engaging in creative processes. Conversely, limitations in team communication may weaken this relationship by hindering the exchange and development of creative ideas. Overall, this study highlights that employee creativity is influenced by the interaction of organizational, psychological, and social factors. Therefore, photo studio management is recommended not only to develop an innovative culture but also to strengthen intrinsic motivation and create a supportive team environment to optimize employee creativity.

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