



Innovative Behavior and Creativity: Its Influence on Millennial Employees Performance (Case Study of the Tourism and Hospitality Industry in Bandar Lampung City)

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Abstract. The purpose of this study is to ascertain how innovative behavior and creativity affect the productivity of millennial workers in Bandar Lampung's tourist and hospitality sector. In order to accomplish this, a quantitative technique was used in the research, and data was gathered via a Likert scale questionnaire. Because the exact number of population members is unclear, the study used a purposive sampling method to establish the sample size, which amounted to 150 respondents. Software called SPSS 26 was used to examine research data, instruments, and hypothesis testing. This study employed multiple linear regression analysis as its analysis approach. The study's findings demonstrate that innovative and creative behavior benefit millennial workers' performance in the tourism and hospitality sectors in Bandar Lampung. Workers show efficacy in putting ideas into practice, but they are not as proactive in seeking out novel chances. Despite a propensity to be cautious when attempting new ideas, employee innovation has proved to be crucial to organizational success. As a result, encouraging innovation is crucial for raising employee performance and fostering organizational expansion.

Keywords: Innovative Behavior, Creativity, Millennial Employee Performance.

1. INTRODUCTION

One of the major changes experienced by the world of business and organizations in this era of rapid development is the shift in the composition of the workforce. Most of the current workforce consists of the millennial generation. Howe & Strauss (2000) stated that the millennial generation is very technology-oriented and has high standards in their work. This claim is relevant considering the impact of the millennial generation on innovation behavior, creativity and output. According to Haroviz (2012), the millennial generation (generation Y), consists of individuals born between the early 1980s and the early 2000s. Many people consider the millennial generation to be a generation that is technologically savvy, creative and open-minded. Additionally, they often have high standards for their work and a desire to work in an innovative and creative workplace.

Innovative behavior, according to Damanpour (1991), is the capacity of individuals or organizations to come up with fresh concepts and discover untapped opportunities. In changing markets, companies that encourage innovative activity among their staff usually demonstrate greater adaptability and competitiveness (Amabile et al., 1996). Innovative behavior is typically considered a critical component of an organization's capacity to adapt and compete quickly in a changing business environment. Meanwhile, creativity is the

ability to create something new. According to Heizer et al. (2020), creativity in the workplace refers to the process of developing new goods, procedures, or services that will benefit consumers, users, and potential clients.

In the tourism and hospitality sector, innovative behavior and employee creativity are important components that can improve the quality of services and goods provided. Innovation makes it easier for employees to implement innovative ideas on a daily basis, while creativity allows workers to produce fresh and original solutions (Andleeb et al., 2020). However, currently there is still minimal research, especially in the Bandar Lampung area, regarding the impact of creative and innovative behavior on employee performance, especially among millennial workers in the tourism and hospitality sector.

In Indonesia, the travel and hospitality sector is growing rapidly, especially in popular tourist locations such as Bandar Lampung. Increasing numbers of domestic and international travel as well as advances in infrastructure that support the tourism industry are the driving forces behind this development. Business actors in this industry must continue to innovate in order to survive and compete, considering the intense competition and rapidly changing market dynamics (Journal of Hospitality and Tourism Management, 2020). Therefore, driving increased company performance—especially when facing changes and dynamic market demands—requires inventive behavior and staff innovation.

The aim of this research is to thoroughly examine how inventive behavior and creativity impact the productivity of millennial workers in the Bandar Lampung tourism and hospitality sector. It is hoped that this research will provide useful information for managers to create strategies and policies that will maximize the potential of millennial workers (Tourism Management Perspectives, 2020). In addition, the aim of this research is to contribute to the scientific literature that will serve as a reference for future research in this field, particularly with regard to the tourism and hospitality sector in Indonesia.

2. LITERATURE REVIEW

Innovative Behavior, according to Damanpour (1991), is the capacity of people or organizations to come up with fresh concepts, spot untapped markets, and alter or enhance current procedures or goods. In a workplace that is changing quickly, innovative conduct is crucial. In changing markets, companies that foster innovative activity among their staff members typically exhibit greater adaptability and competitiveness (Amabile et al., 1996). Indicators of innovative work behavior include: 1) Idea Exploration; 2) Idea Generation; 3) Idea Championing; and 4) Idea Implementation, according to De Jong & Den Hartog (2010).

Workers' innovative behavior is driven by the level of involvement in a job. This involvement supports the higher level of their performance (Yuningsih et al., 2018).

Creativity, the capacity to generate original, innovative, and valuable ideas (Kasuma & Rusdi, 2024). Amabile (1983) identified three primary components of creativity: external input, cognitive processes, and creative output. In the workplace, creativity is frequently regarded as a vital asset since it can assist companies in producing more inventive goods or services. According to Amabile (1988), if we take a specific concept or product that can be recognized as creative by specialists, we may examine the traits of the person who came up with it, the surrounding circumstances, and possibly even the process of thought that went into producing it. Utility and Novelty are markers of creativity.

An Employee's Performance, according to Koopmans et al. (2014), is a pertinent indicator of their real accomplishments at work or at work. This is comparable to Sedarmayanti's (2009) assertion that "performance" is a translation of "work performance," which might refer to accomplishments, outcomes, performance, or appearance. The outcome of millennial workers' efforts in completing their tasks at work is their performance. This covers output, caliber of output, organizational impact, and degree of job satisfaction. Task performance, contextual performance, and counterproductive performance are examples of performance indicators. Furthermore, high employee performance is important in achieving organizational goals (Nurullah et al., 2020; Setiawan et al., 2020; Yasir et al., 2021).

Millennials, according to Howe and Strauss (2000), are known for their strong technological orientation, high standards for their work, and search for meaning in their jobs. Regarding the impact of the millennial generation on innovation behavior, creativity, and performance, this idea is useful. As per Haroviz (2012), the millennial generation, also referred to as generation Y, comprises of individuals who were born between the early years of the 1980s and the early 2000s. It is commonly said that this generation is more comfortable with change because, according to Choi et al. (in Onibala, 2017), it is more open to new ideas and all the possibilities that may arise.

Three Characteristics can be identified with the Millennial Generation, according to Lancaster & Stillman (2002): 1) Attitude: When it comes to interpreting life's events, members of the millennial age are generally pragmatic. 2) Overall view (Overview): The millennial age tackles problems pragmatically, values diversity, and would rather collaborate than follow instructions. 3) Workplace Routines The millennial generation is very optimistic, goal-oriented, confident in themselves, and upholds moral and social ideals.

3. METHODS

This study falls under the category of causal research, which establishes a link between influence and influence or a cause-and-effect relationship. Hair et al. (2014) sample size criteria were followed to determine the sample size in this investigation. Using a sample size of 100–200 is how Hair et al. (2014) recommends determining sample size. Utilizing a literature review approach, data was gathered by distributing questionnaires that were subsequently scored on a Likert scale. The variables and their operational definitions are explained as follows:

Table 1. Operational Definitions

Variable	Definitions	Indicators
Innovative Behaviour (X1)	Innovative behavior is an individual's action that leads to the interests of the company, in which employees introduce and apply their new ideas to benefit the company.	<ol style="list-style-type: none"> 1. Explore ideas 2. Generational ideas 3. Fight for ideas 4. Implementation of ideas
Creativity (X2)	Creativity is generating new and useful ideas.	<ol style="list-style-type: none"> 1. Novelty 2. Utility
Performance (Y)	Performance is a relevant measure of work performance or actual achievements achieved by an employee.	<ol style="list-style-type: none"> 1. Performance of duties 2. Contextual performance 3. Counterproductive work appraisals

Validity, reliability, and normalcy tests are three of the research instrument tests used in this study. According to Ghazali (2013), a validity test is used to determine the validity of a questionnaire. The Kaiser-Meyer-Olin measure of sampling adequacy (KMO MSA) is used to quantify the degree of intracorrelation between variables and whether or not factor analysis may be performed. If the KMO MSA value is more than 0.5, the process analysis can proceed. The Chronbach alpha measuring method and the SPSS software were used to conduct the reliability test. If the test results' Chronbach alpha is more than 0.6, they can be considered dependable. The purpose of the Ghazali (2013) normalcy test is to determine if the residual or confounding variables in the regression model have a normal distribution. The One Sample Kolmogorov Smirnov test can be used to determine whether the data are normal; if the significance value is greater than 5% or greater than 0.05, the data are considered to be normally distributed.

The impact of inventive behavior and originality on the output of millennial workers was assessed using multiple linear regression analysis. Multiple linear regression analysis is a technique used to examine the impact of two or more independent variables on a single

dependent variable (Ghozali, 2016). According to Bougie & Sekaran (2010), the formula for multiple linear regression analysis is as follows.

$$Y = a + b_1X_1 + b_2X_2 + e$$

Information: Y = millennial employee performance variable a = constant; b1-2 = regression coefficient; X1 = innovative behavior variable; X2 = creativity variable; dan e = standard error = 0.05

4. RESULTS

The present study was carried out between March 20 and June 10, 2024, utilizing a Google Form for the dissemination of questionnaires. 150 millennial workers who are employed in Bandar Lampung's tourism and hospitality sectors participated in this study as respondents. The following table displays the questionnaire distribution results:

Table 2. Questionnaire Distribution

No	Respondents	Number of Respondents (People)
1	Questionnaires distributed	167
2	Returned questionnaire	167
3	Questionnaires that cannot be processed	17
4	Processable questionnaire	150

Source: Primary Data, 2024

With the aid of SPSS version 26 for Windows software, factor analysis techniques were employed in this study's validity test. The validity test findings that follow are shown in tabular form below.

Table 3. KMO-MSA Validity Test Results for Innovative Behavior, Creativity and Performance Variables

Variable	Items	KMO	Loading Factor	Details (>0.50 = Valid)
Innovative Behaviour	X1.1	0,834	0,841	Valid
	X1.2		0,872	Valid
	X1.3		0,797	Valid
	X1.4		0,866	Valid
	X1.5		0,760	Valid
	X1.6		0,793	Valid
	X1.7		0,764	Valid
	X1.8		0,764	Valid
	X1.9		0,653	Valid
	X1.10		0,763	Valid
	X1. 11		0,618	Valid
	X1.12		0,725	Valid
	X1. 13		0,741	Valid
	X1.14		0,602	Valid
	X1.15		0,807	Valid

	X1.16		0,554	Valid
	X1.17		0,750	Valid
Creativity	X2.1	0,870	0,934	Valid
	X2.2		0,937	Valid
	X2.3		0,918	Valid
	X2.4		0,829	Valid
	X2.5		0,737	Valid
	X2.6		0,671	Valid
	X2.7		0,826	Valid
	X2.8		0,895	Valid
	X2.9		0,924	Valid
	X2.10		0,933	Valid
	X2.11		0,910	Valid
Performance	Y.1	0,883	0,859	Valid
	Y.2		0,901	Valid
	Y.3		0,909	Valid
	Y.4		0,896	Valid
	Y.5		0,807	Valid
	Y.6		0,718	Valid
	Y.7		0,653	Valid
	Y.8		0,656	Valid
	Y.9		0,783	Valid
	Y.10		0,781	Valid
	Y.11		0,812	Valid
	Y.12		0,682	Valid
	Y.13		0,616	Valid
	Y.14		0,812	Valid
	Y.15		0,909	Valid
	Y.16		0,899	Valid
	Y.17		0,916	Valid
	Y.18		0,916	Valid

Source: Data processed by SPSS, 2024

The Chronbach's alpha measurement technique and the SPSS program were used to conduct the reliability test in this study. If the test results' Chronbach alpha is more than 0.6, they can be considered dependable.

Table 4. Reliability Test Results for Innovative Behavior, Creativity and Performance Variables

Variable	<i>Cronbach Alpha</i>	Conclusions
Innovative Behaviour	0,876	Reliable
Creativity	0,919	Reliable
Performance	0,945	Reliable

Source: Data processed by SPSS, 2024

The One Sample Kolmogorov-Smirnov test, which has no parameters, was then used to perform the normalcy test. Asymp.Sig. The value (2-tailed) surpasses 0.05, signifying that the distribution of the data is normal. The following are the findings of the normalcy test:

Table 5. Normality Test Results

<i>One-Sample Kolmogorov-Smirnov Test</i>		
		<i>Unstandardized Residual</i>
N		150
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	.0000000
	<i>Std. Deviation</i>	13,30343482
<i>Most Extreme Differences</i>	<i>Absolute</i>	0,068
	<i>Positive</i>	0,063
	<i>Negative</i>	-0,068
<i>Test Statistic</i>		0,068
<i>Asymp. Sig. (2-tailed)</i>		0,086 ^c
<i>a. Test distribution is Normal.</i>		
<i>b. Calculated from data.</i>		
<i>c. Lilliefors Significance Correction.</i>		

Source: Data processed by SPSS, 2024

Using the SPSS software version 26, the multiple linear regression analysis approach is utilized to ascertain the impact of two independent variables, namely Innovative Behavior (X1) and Creativity (X2), on the dependent variable (Y), namely Performance, at a 95% confidence level or α (0.05). The following are the multiple linear regression analysis results:

Table 6. Multiple Linear Regression Test Results

<i>Coefficients^a</i>						
Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Sig.
		B	Std. Error			
1	(Constant)	38,533	9,745		3,954	0,000
	InnovativeBehavior	0,239	0,119	0,160	2,004	0,047
	Creativity	0,336	0,141	0,191	2,388	0,018
a. Dependent Variable: Performance						

Source: Data processed by SPSS, 2024

The regression equation may be found using the findings of the simple linear regression analysis in Table 15, which show that the coefficients for creative behavior and inventive behavior are 0.191 and 0.160, respectively, with a constant of 2.437.

$$Y = a + 0,160X_1 + 0,191X_2 + e$$

Innovative behavior has a favorable impact on employee performance, as indicated by its coefficient (X1) of 0.160. This suggests that performance will increase in direct proportion to the level of inventive activity. With a creativity coefficient (X2) of 0.191,

employee performance is positively impacted by creativity. This suggests that workers' performance will increase in direct proportion to how well they use creativity.

5. DISCUSSION

The influence of innovative behavior on the performance of millennial employees who work in the tourism and hospitality industry in the city of Bandar Lampung. Employee performance is the dependent variable in this study, while innovative behavior is the first independent variable. This study's hypothesis testing demonstrates that creative conduct positively impacts employee performance, i.e., creative behavior that is good for an employee helps them work well. It may be inferred that innovative conduct has a positive and significant influence on employee performance since hypothesis testing demonstrates the influence of innovative behavior on employee performance at a significance level of 5% ($\alpha = 0.05$) of $0.047 < 0.05$.

Innovative work behavior, according to De Jong & Den Hartog (2010), is the act of investigating novel possibilities and concepts as well as the act of putting these novel concepts into practice in order to boost productivity both personally and professionally. In general, millennial workers in Bandar Lampung's tourism and hospitality sectors believe they possess the capacity for creative and effective work behavior. These findings demonstrate that millennial workers in Bandar Lampung's tourism and hospitality sectors are adept at looking for fresh chances and concepts to boost both individual and organizational efficiency.

The findings of this study corroborate those of earlier research by Ferdinan (2023), who essentially explains that individuals who are able to increase their innovative behavior will have a positive impact on their work results, which will in turn encourage better performance. According to Yudiatmaja et al. (2023), creative conduct fosters fresh concepts that impact the performance of millennials. This fits the profile of the millennial generation, which values rewards and challenges in the pursuit of excellence. This statement makes the assumption that high levels of inventive behavior from employees are necessary if an organization—in this case, the tourist and hospitality industry—wants to increase employee performance.

The influence of creativity on the performance of millennial employees who work in the tourism and hospitality industry in the city of Bandar Lampung. Employee performance is the dependent variable in this study, whereas creativity is the second independent variable. According to the study's hypothesis testing, creativity enhances

employee performance, which means that in addition to being bolstered by good inventive behavior, creativity can also enhance an employee's performance. Hypothesis testing demonstrates the impact of creativity on employee performance, with a significance level of 5% ($\alpha = 0.05$) of $0.018 < 0.05$ supporting the conclusion that creativity has a positive and substantial effect on employee performance.

The findings of this study's hypothesis testing demonstrate that millennial workers in Bandar Lampung City's tourism and hospitality sectors perform better and more significantly when they are creative. Innovation and adaptability are greatly aided by creativity in a fast-paced, cutthroat workplace. The ability of creative workers to come up with fresh concepts that enhance procedures and offerings eventually boosts the performance of the company as a whole. In order to be current and competitive, the tourist and hospitality sectors, which need distinctive and rewarding services for their patrons, rely largely on the creativity of their workforce.

Previous studies by Kahar et al. (2023) provide evidence in favor of this, demonstrating the beneficial and considerable impact that creativity has on worker performance. An employee's performance will increase with his or her level of creativity. Employee creativity is necessary to increase productivity and profitability. According to Rezeki & Lubis (2023), employee creativity has a significant impact on both employee performance and the company's ability to compete. When workers are creative, they will look for the best and most efficient way to do their jobs, which can lead to increased productivity. This assertion presupposes that if a company, particularly in this instance the travel and hospitality sector, wishes to enhance the performance of its employees, then these employees must be accompanied by high levels of creativity.

6. CONCLUSION

Employee performance among millennials is positively and significantly impacted by innovative conduct. This demonstrates that employees' performance will increase with their level of inventive activity. The performance of millennial employees is positively and significantly impacted by creativity. This demonstrates that an employee's performance will rise in direct proportion to his level of inventiveness at work.

7. LIMITATION

This study examines the relationship between creative activity and creativity, the only two independent variables, and millennial success. The selection of these two independent variables is inextricably linked to the millennial personality, which requires an environment that fosters creativity and inventive behavior in order to maximize productivity. Other than that, the research item only examines Bandar Lampung's hotel and tourism sectors. It is advised that future studies broaden the range of independent variables and study subjects.

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