The Effects of Employee's Creative Working Behavior on Organizational Sustainability: A Case of Logistics Service Providers

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Abstract — **This quantitative research aimed at 1) comparing the mean difference of employee creative working behavior categorized by personal factors, 2) comparing the mean difference of organizational sustainability categorized by personal factors, and 3) investigating the effects of employee creative working behavior on organizational sustainability. The samples included 401 employees working in logistics service providers in Bangkok and Metropolitan area, Thailand. The data was collected by using a questionnaire with convenient random sampling technique. Data analysis used both descriptive statistics including frequency, percentage, mean and standard deviation and inferential statistics including independent sample t-test, One-Way ANOVA and stepwise multiple regression analysis at the statistically significant level of 0.05. The findings indicated that employees with different personal factors have different opinion level on employee creative working behavior and organizational sustainability. In addition, employee creative working behavior had a positive effect on organizational sustainability at the statistically significant level of 0.05. The study indicated that the organization should focus and understand employees' personal factors and promote employee creative working behavior in order to create organizational sustainability.**

Keywords - Employee Creative Working Behavior, Organizational Sustainability, Logistcis Service Providers

I. INTRODUCTION

Organizational sustainability is the most desired achievement by all organizations because it allows them to meet environmental, societal, and economic needs [1]. This includes achieving business and operational excellence, resource optimization, social development, organizational reputation, employee relations, and health, as well as reducing waste and pollution and increasing energy efficiency [2]. Many variables may have an impact on an organization's long-term viability. Innovation, incivility environment, and teamwork may all have an impact on an organization's long-term viability, according to Yang [3]. Horak, Arya, and Ismail [4] also discovered that organizational culture has an impact on the organization's long-term viability. Organizational trust, employee-organization relationships, and creative behavior, according to Yu et al. [5], may all have an effect on organizational sustainability. Green human resource management techniques, according to Amjad et al. [6], may impact organizational sustainability. Digitalization, according to Isensee et al. [7], may be linked to sustainability.

One of significant factor affecting the sustainability of the organization can count on employee creative working behavior [5,8]. Many organizations attempt to employee creative working behavior in order to achieve the sustainable outcomes. The employee's creative working behavior emphasizes on building the behavior of the

employees to explore the opportunities to find new knowledge, ideas, and experiences, to generate idea, to inspire others and to apply new ideas into uses in order that the organizations can achieve environmental, societal, and economic goals [1,9,10]. Many companies, including banking, information technology, and healthcare, have used employee creative working behavior to improve organizational performance, competitiveness, sustainability, and profitability [11,12,13].

In line with importance and research questions, the researchers are interested in studying the effect of employee creative working behavior on organizational sustainability. The study area was the logistics service providers because now it becomes well-known and play significant part in national gross domestic products (GDP), which it is about 5.98 percent of Thai GDP valued about 1.008 million baht covering logistics service sector, transportation sector and warehouse. In addition, this industry had logistic cost per sale as of 13.40% [14]. The result of this study will benefit the entrepreneurs that would like to achieve organizational sustainability covering financial and non-financial aspects including energy cost reduction, reduction in waste treatment and discharge fees, organization reputation increase, higher return on operations, employee happiness and healthy, and customer satisfaction.

II. OBJECTIVES

With the study "The Effect of Employee Creative Working Behavior on Organizational Sustainability: A Case of Logistics Service Providers", the researchers set the objectives as follows:

1) To compare the mean difference of employee creative working behavior categorized by personal characteristics.

2) To compare the mean difference of organizational sustainability categorized by personal characteristics.

3) To investigate the effects of employee creative working behavior on organizational sustainability.

III. CONCEPTUAL FRAMEWORK

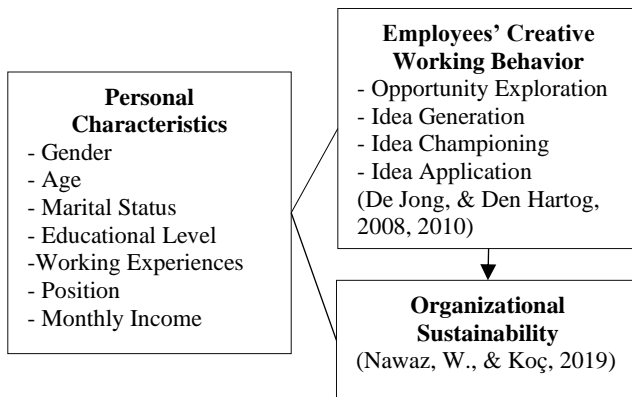The conceptual research can be written as follows:

Figure 1. Conceptual framework.

IV. HYPOTHESES

The hypotheses (H) had been written as follows:

H1: Employees with different personal characteristics have different opinion level on employee creative working behavior.

H2: Employees with different personal characteristics have different opinion level on organizational sustainability.

H3: Employee creative working behavior has a positive effect on organizational sustainability.

V. LITERATURE REVIEWS

A. Employees' Creative Working Behavior

Literally, creative working behavior refers to the behavior that can stimulate the intrinsic motivation of followers and make this consistent with their work motivation, thereby producing creative work behavior and leading to the more effective achievement of organizational goals [15]. There are 4 dimensions in creative working behavior including opportunity exploration, idea generation, idea championing, and idea application [9,10]. Meanwhile, Hsiao et al. [16] defined and categorized innovative work behavior into 3 categories including idea generation, idea promotion and ideal realization. However, opportunity exploration means the behavior that seeks the opportunity to learn something new or finds some problems as well as studies for some gaps of business service operation. In addition, it includes looking for ways to improve current products, services or processes or trying to think about them in alternative ways. Meanwhile, idea generation refers to the ability of employees to link the creative idea to new products, services or processes, in order that the employees can enter into new markets, nre opportunity and new challenges. In addition, idea championing refers to the ability that the employees can inspire others by their ideas that can be needed to be promoted as they often do not match what is already used in their work group or organization. Lastly, idea application refers to the ability of the employees to apply the idea into action or to make ideas happen [9,10]. Based on the literature reviews, there are many researchers speak about the factors including creative working behavior. For example, Javed et al. [17] revealed that inclusive leadership was positively related to innovative work behavior both directly and indirectly through psychological empowerment. In addition, Javed et al. [18] suggested that openness to experience was positively related to innovative work behavior. For sustainability, Yu et al. [5] and Li et al. [8] advocated that innovative behavior can positively link to organizational sustainability. Additionally, Nasifoglu Elidemir, Ozturen, and Bayighomog [19] mentioned that innovative behaviors and employee creativity can influence sustainable competitive advantage meaning that employee innovative behaviors can generate substantial returns to service organizations.

B. *Organizational Sustainability*

Organizational sustainability refers to an organization's ability to achieve its goals in terms of environmental, societal and economic perspectives in their operations [1]. Meanwhile, organizational sustainability can cover resource optimization, waste reduction, and emissions reduction, business and operational excellence, corporate citizenship and social development, research and innovation, procurement, supply chain, and logistics, governance, sustainability management tools, employee relations, and health [2]. In addition, Braccini and Margherita [20] indicated that organizational sustainability can consider triple bottom line through the improvement of productivity and product quality, continuous energy consumption monitoring, and safer work environment and less intense work-load and job enrichment. The are many factors that can affect the sustainability of the organization. For example, Sueldo [21] indicated that integrated organizational communication can have an impact on organizational sustainability. Meanwhile, Horak, Arya and Ismail [4] found that organizational culture can influence the sustainability of the organization. Then, Yu et al. [5] studied 63 companies (small and medium clothing design industry) located at Ningbo, Hangzhou, and Shanghai in China and found that there was a relationship among organizational trust, employee-organization relationship and innovative behavior from the integrated perspective of social exchange and organizational sustainability. Lastly, Amjad et al. [6] studied about 6 textile industries and discovered that green human resource management practices can have influences on organizational sustainability.

VI. RESEARCH METHODOLOGY

A. *Population and Samples*

Population in this study were of 240,600 employees working in logistics service providers located in Bangkok and Metropolitan area, Thailand, and there were of 401 employees being selected to be study samples [22].

B. *Research Tools and Data Collection*

Closed–ended questionnaires with three components were utilized by the researchers. The first section of the questionnaire consisted of check-list questions regarding personal factors such as gender, age, marital status, educational level, job experience, position, and monthly income. The second and third parts of the survey included five rating scale questions (1-5 Likert scale) on employee creative working behavior including opportunity exploration, idea generation, idea championing, and idea application and organizational sustainability. The score with 1 referring to "not at all agreeable", 2 referring to "slightly agreeable", 3 referring to "moderately agreeable", 4 referring to "highly agreeable" and 5 referring to "extremely agreeable". In obtaining the data, the convenience sampling was employed.

C. *Validity and Reliability*

For validity check of questions used in the questionnaires, the researchers had experts in related fields inspect the accurate and consistency of contents and recommend for improvement and edition. For reliability check, the finding discovered Cronbach's alpha coefficient of 0.811 for opportunity exploration, 0.755 for idea generation, 0.771 for idea championing, 0.792 for idea application, and 0.829 for organizational sustainability. This means that the data derived from this survey questionnaire can be proceeded to have further study [23].

D. *Data Analysis*

To investigate personal factors, researchers used descriptive statistics such as frequency and percentage to evaluate data generated from samples. In addition, the study used mean and standard deviation to examine the employees' perceptions of employee creative working behavior and organizational sustainability; Table I describes the opinion level interpretation. In addition, the hypotheses were investigated using inferential statistics such as the independent sample t-test, one-way ANOVA, and stepwise multiple regression analysis.

TABLE I. OPINION DEGREE INTERPRETATION, CALCULATED AS TO BE (5-1)/5=0.80

Range of Mean	Interpretation
1.00 - 1.80	Employee does not agree with the statement.
1.81 - 2.60	Employee slightly agrees with the statement.
2.61 - 3.40	Employee moderately agrees with the statement.
3.41 – 4.20	Employee highly agrees with the statement.
4.21 – 5.00	Employee extremely agrees with the statement.

Source: Best & Kahn [24]

VII. RESULTS

The study "The Effect of Employee Creative Working Behavior on Organizational Sustainability: A Case of Logistics Service Providers" had been conducted and analyzed by using the descriptive and inferential statistics. The details had been portrayed as follows:

A. *Study of Respondents' Personal factors*

TABLE II. FREQUENCY AND PERCENTAGE OF RESPONDENTS' DEMOGRAPHICAL DATA

Respondents' Demographical Data	Person (s)	Percentage
Gender		
- Male	175	43.6
- Female	226	56.4
Age		
- Lower than 21 years old	100	24.9
- Between 21- 30 years old	142	35.4
- Between 31- 40 years old	126	31.4
- Between 41- 50 years old	31	7.7
- More than 51 years old	2	0.5
Marital Status		
- Single	221	55.1
- Married	166	41.4
- Divorced	14	3.5
Educational Level		

Respondents' Demographical Data	Person (s)	Percentage
- Lower than bachelor's degree	173	43.1
- Bachelor's degree	196	48.9
- Master's degree	21	5.2
- Higher than master's degree	11	2.7
Working Experience		
- Lower than 1 years	71	17.7
- Between 1-2 years	180	44.9
- Between 3-5 years	113	28.2
- More than 5 years	37	9.2
Position		
- Manager/ executives	10	2.5
- Head of department / division	15	3.7
- Operational staffs	376	93.8
Income (per month)		
- Less than 15,000 baht	107	26.7
- Between 15,001 – 20,000 baht	249	62.1
- Between 20,001 – 35,000 baht	31	7.7
- More than 35,001 baht	14	3.5
Total	401	100.0

From the study shown in Table II, it found that most of the respondents were female (226 persons or 56.4%), aged between 21-30 years old (142 persons or 35.4%), were single (221 persons or 55.1%), obtained bachelor's degree (196 persons or 48.9%) and had working experience between 1-2 years (180 persons or 44.9%), worked as operational staff (376 persons or 93.8%), and had monthly income between 15,001 – 25,000 baht (249 persons or 62.1%).

B. Study of Employees' Creative Working Behavior and Organizational Sustainability

TABLE III.   MEAN, S.D. AND INTERPRETATION OF EMPLOYEES' CREATIVE WORKING BEHAVIOR AND ORGANIZATIONAL SUSTAINABILITY

Service Innovation	Mean	S.D.	Interpretation
Employees' Creative Working Behavior			
- Opportunity Exploration			
1. I enjoy learning new skills to discover new methods to improve works.	4.51	0.67	Extremely
2. I enjoy seeking out opportunities to study something in order to further my talents and potential.	4.39	0.70	Extremely
3. I enjoy going to seminars and training sessions to learn new things.	4.34	0.70	Extremely
4. In order to improve my working skills, I seek out new sources of information.	4.26	0.72	Extremely
5. I enjoy meeting new people and learning new things and experiences from them.	4.32	0.72	Extremely
Overall	4.37	0.53	Extremely
- Idea Generation			
1. I am always gathering fresh information in order to develop new working methods.	4.33	0.75	Extremely

Service Innovation	Mean	S.D.	Interpretation
2. I am a person with creative ideas that benefit my job at the company.	4.28	0.71	Extremely
3. I always draw on my prior experiences to come up with fresh ideas for projects.	4.35	0.69	Extremely
4. I can apply my imagination to projects.	4.32	0.75	Extremely
Overall	4.32	0.55	Extremely
- Idea Championing			
1. Whenever I get the opportunity, I prefer to offer my thoughts on job growth.	4.29	0.73	Extremely
2. I am willing to voice differing viewpoints if they are acceptable and suitable.	4.24	0.72	Extremely
3. I have the ability to persuade people to accept my fresh ideas.	4.25	0.75	Extremely
4. My bosses frequently agree with my viewpoints.	4.20	0.77	Highly
5. My coworkers frequently support my viewpoints.	4.32	0.74	Extremely
Overall	4.26	0.54	Extremely
- Idea Application			
1. Before implementing any creative ideas, I double-check their accuracy and suitability.	4.33	0.71	Extremely
2. Before I provide my ideas for use in works, I make a plan.	4.31	0.68	Extremely
3. I am able to put my imagination to good use in my work.	4.33	0.75	Extremely
4. I'm evaluating the issues that have occurred in order to avoid them happening again.	4.36	0.73	Extremely
5. I always solicit feedback from others in order to better my work.	4.34	0.75	Extremely
Overall	4.33	0.54	Extremely
Overall ECWB	4.32	0.44	Extremely
Organizational Sustainability			
1. The cost of energy is reduced.	4.34	0.73	Extremely
2. Waste treatment and discharge fees have been lowered.	4.24	0.71	Extremely
3. The organization is more well-known.	4.22	0.75	Extremely
4. There is higher return on operations.	4.18	0.78	Highly
5. The services are well received by the customers.	4.20	0.87	Highly
6. Employees are happier with the work they do.	4.22	0.81	Extremely
7. Employees' health and workplace safety are improved.	4.31	0.80	Extremely
Overall	4.25	0.55	Extremely

From the study shown in Table III, it found that the employees' creative working behavior was rated in extremely level. When considering into each aspect: opportunity exploration, idea generation, idea championing and idea application, they were rated in extremely level too.

In addition, study indicated that organizational sustainability was rated in extremely level.

C. Hypothesis Testing

- H1: Employees with different personal factors have different opinion level on employee creative working behavior.

TABLE IV.   STUDY RESULTS OF INDEPENDENT SAMPLE T-TEST AND ONE-WAY ANOVA OF HYPOTHESIS 1

Personal factors	Employee Creative Working Behavior				
	OEP	IGN	ICH	APP	Overall
Gender	T = 1.392	T = 2.299	T = 3.013	T = 1.977	T = 2.690
	Sig = .165	Sig = .022	Sig = .003	Sig = .049	Sig = .007
Age	F = 2.764	F = 2.284	F = 2.303	F = 2.446	F = 2.047
	Sig = .002	Sig = .013	Sig = .006	Sig = .006	Sig = .000
Marital Status	F = .838	F = 2.091	F = 1.355	F = .822	F = 1.981
	Sig = .602	Sig = .024	Sig = .179	Sig = .618	Sig = .000
Educational Level	F = 2.168	F = 2.438	F = 1.495	F = .756	F = 1.392
	Sig = .015	Sig = .008	Sig = .116	Sig = .684	Sig = .014
Working Experiences	F = 3.432	F = 1.553	F = 2.763	F = 1.728	F = 2.332
	Sig = .000	Sig = .119	Sig = .001	Sig = .065	Sig = .000
Position	F = 3.370	F = 2.407	F = 4.713	F = 3.466	F = 6.228
	Sig = .000	Sig = .009	Sig = .000	Sig = .000	Sig = .000
Monthly Income	F = 2.731	F = 1.520	F = 1.472	F = .865	F = 1.569
	Sig = .002	Sig = .130	Sig = .125	Sig = .575	Sig = .001

From the study shown in Table IV, it found that the employees with different personal factors including gender, age, marital status, educational level, working experiences, position, and monthly income have different opinion level on employee creative working behavior at the statistically significant level of 0.05. However, the study found that the employees with different gender and marital status do not have different opinion level on employee opportunity exploration. Meanwhile, employees with different working experience and monthly income do not have different opinion level on employee idea generation. In addition, employees with different marital status, educational level, and monthly income do not have different opinion level on employee idea championing. Lastly, employees with different marital status, educational level, working experience, and monthly income do not have different opinion level on employee idea application.

- H2: Employees with different personal factors have different opinion level on organizational sustainability.

TABLE V.   STUDY RESULTS OF INDEPENDENT SAMPLE T-TEST AND ONE-WAY ANOVA OF HYPOTHESIS 2

Personal factors	Organizational Sustainability
Gender	T = 1.677
	Sig = .094
Age	F = 3.985
	Sig = .000
Marital Status	F = 2.093
	Sig = .008
Educational Level	F = 1.308
	Sig = .188
Working Experiences	F = 2.351
	Sig = .002
Position	F = 2.690
	Sig = .000
Monthly Income	F = 2.024
	Sig = .011

From the study shown in Table V, it found that the employees with different personal factors including gender, age, marital status, educational level, working experiences, position, and monthly income have different opinion level on organizational sustainability at the statistically significant level of 0.05.

- H3: Employee creative working behavior has a positive effect on organizational sustainability.

TABLE VI.   PEARSON CORRELATION ANALYSIS OF SERVICE INOVATION AND CUSTOMER SATISFACTION

Model	Organizational Sustainability				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	.738	.211		3.497	.001
Idea Application	.289	.050	.282	5.791	.000
Opportunity Exploration	.217	.052	.210	4.189	.000
Idea Championing	.171	.057	.166	2.980	.003
Idea Generation	.134	.049	.135	2.711	.007
R = 0.645, R^2 = 0.416, Adjusted R^2 = 0.410, F = 70.490, Std. Error of the Estimates = 0.422, Durbin-Watson = 1.803, Sig. = .000					

From the study shown in Table VI, it found that the employee creative working behavior in terms of idea application, opportunity exploration, idea championing, and idea generation, has a positive effect on organizational sustainability at the statistically significant level of 0.05.

Overall, the model has correlation coefficient (r) as of 0.645. The adjusted R^2 was as of 0.422, meaning that the model can accurately predict the green supply chain management as of 42.2%. In addition, the model has standardized coefficients (β) ranging from 0.282 to 0.135. Align with these values, the idea application can most significantly affect the organizational sustainability with regression weight as of 0.282 or accounted for 28.2%. Then, it was followed by opportunity exploration which can significantly affect the organizational sustainability with

regression weight as of 0.210 or accounted for 21.0%. Meanwhile, idea championing can significantly affect the organizational sustainability with regression weight as of 0.166 or accounted for 16.6%. Lastly, Idea generation can significantly affect the organizational sustainability with regression weight as of 0.049 or accounted for 4.9%. Consequently, the model can generate the equation with unstandardized coefficients as follow:

$$Y = .738 + .289 \text{ (Idea Application)}$$
$$+ .217 \text{ (Opportunity Exploration)}$$
$$+ .171 \text{ (Idea Championing)}$$
$$+ .134 \text{ (Idea Generation)}$$

VIII. Discussion, Limitation and Recommendation

A. Discussion of the Study

Employees with various personal characteristics such as gender, age, marital status, educational level, work experiences, position, and monthly income have varied opinions on employee creative working behavior and organizational sustainability at the statistically significant level of .05. This is due to the fact that personal variables may influence the development of creative working behavior. Employees with more expertise, for example, will be able to supervise and see the idea to seek something new that would assist the job linked to sustainability. Employees may use their expertise to develop creative ideas and apply them to their job and solve issues, similar to variables linked to educational level, ensuring organizational sustainability. Another example takes speaking about the position of the employees. The different position can link to the different roles of employees, the managers need to spend more time in seeking more opportunities to learn new things in order to be used for work development and implementation as well as to play a key role in motivating and encouraging their subordinates. The results of the study are supported by various literatures. For example, Pauw et al. [25] advocated that there was a relationship of effectiveness of education on sustainable development. Furthermore, the study done by Anne Støren [26] advocated that there was an association between educational level and innovativeness. Interestingly, the study about gender differences in the creativity–academic achievement relationship from China from Zhang, Ren and Deng [27] also supported that gender differences regarding which aspects of creativity were related to academic achievement were also found. However, the study results are in contrast from the study about creative behavior and impact on achieving lean strategy in organizations done by Hamdan, et. al. [28], which advocated that there were no statistically significant differences between employee's creative behavior and personal factors including gender, age, education, and specialty.

The employee creative working behavior in terms of idea application, opportunity exploration, idea championing, and idea generation, has a positive effect on organizational sustainability. This is because employees who have a creative working style seek and gather new information from a variety of sources to apply to their jobs can contribute to the organization's success by lowering energy costs, lowering waste treatment and discharge fees, increasing reputation, increasing employee happiness, and improving employee health. The study done by Yu et al. [5] also mentioned that innovative behavior from the integrated perspective of social exchange can positively link to organizational sustainability. Additionally, Li et al. [8] indicated that employees' innovative behavior can link to organizational sustainability. Lastly, Nasifoglu Elidemir, Ozturen, and Bayighomog [19] mentioned that innovative behaviors and employee creativity can influence sustainable competitive advantage meaning that employee innovative behaviors can generate substantial returns to service organizations. According, creating creative behavior and organizational sustainability requires other factors to support such as transformational leadership, organizational trust, organizational culture and so on.

B. Limitation of the Study

This research solely looked at workers who work for logistic service providers, ignoring those who work in other industries. Furthermore, the researchers' focus in this study was on how employee creative working behavior affects organizational sustainability. Other variables, such as organizational cultures, motivation, and other considerations, may, nevertheless, have a role in organizational sustainability. In addition, the hypothesis was tested utilizing quantitative research methods such as One-Way ANOVA and stepwise multiple regression. The interview and other qualitative studies are not taken into account.

C. Recommendation

- For Practitioners

In order to improve creative working behavior and organizational sustainability, the practitioners can apply the following recommendations.

1) The organizations should design the activities for their employees to have opportunities to utilize their knowledge and creativity. This includes special projects or new project development.

2) The organizations should design the activities that encourage employees in the organization to learn and explore new knowledge benefiting their works. This can include seminar or training arrangement, meeting before daily works as well as electronic knowledge platform such as websites, e-learning, and others.

3) The organizations should encourage employees to think creatively and share new ideas to other colleagues such as conducting the meetings that employees can participate, assigning more challenging works related to environmental logistics or others.

4) The organizations should understand assign the works that are matched with employees' personal factors such as gender, age, martial status, educational level, working experiences, position, and monthly income. This is

because different personal factors can generate different creative working behavior and organizational sustainability.

- *For Future Studies*

There are more opportunities for the future research to develop the study by following recommendation:

1) There should be a study related to organizational cultures, motivation, and other considerations that can also positively affect creative working behavior and organizational sustainability.

2) There should be a depth interview with the employees in order to gain insight of data which it will be very much advantageous to generate more appropriate strategies to improve creative working behavior and organizational sustainability.

3) For further study this should investigate creative working behavior and organizational sustainability with personal OKR and operation's KPI for sustainability evaluation.

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