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Unlocking creativity in healthcare: Work Orientation and Work Creativity: Mediating effect of Intrinsic Motivation and Moderating effect of Job Autonomy

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Abstract

Purpose: The main concern of this research is to explore the relationship between work orientation and employee creativity. Further, this study examined the mediating effect of intrinsic motivation and moderating effect of job autonomy in the healthcare industry.

Methodology/approach: A time-lagged, multi-wave survey design was adopted for data collection from 307 full-time healthcare employees to improve the methodological rigor and reduce the common method bias. The established measurement scales were used, and the hypotheses were tested through regression-based mediation and moderation analyses using Hayes' PROCESS macro.

Findings: The findings indicate that work orientation significantly influence the employee creativity. Intrinsic motivation mediates the link between work orientation and work creativity. Moreover, job autonomy moderates the association among work orientation and work creativity.

Practical implications: The results indicate that healthcare administrators should to create an atmosphere where employees find their work meaningful, increase intrinsic motivation and also develop jobs with more autonomy in order to facilitate creativity and innovations among the staff.

Originality/value: This study extends the work orientation literature by empirically validating a moderated mediation model in a healthcare context, thereby integrating individual meaning-based orientations, motivational mechanisms, and contextual work conditions into a unified explanatory framework for employee creativity.

Keywords: Work orientation, employee creativity, intrinsic motivation, job autonomy, healthcare center

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Introduction

The idea of creativity is mostly considered an important source of competitive advantage of organizations (Ferreira et al., 2020), because it is now accepted in a wide range of activities, careers, and industries (Ahmad et al., 2022; Kršlak and Ljevo, 2021; Lee et al., 2019). In organizations where diversity, change, and adaptation are appreciated in the specific case, creative employees are perceived as a resource ((Ma et al., 2023; Liu et al., 2017). Indeed, several scholars have argued that companies that aim at developing a competitive advantage should focus on improving the creative output of their employees. It is also affirmed that employee creativity is responsible to the organizational innovation, performance, and survival (Ivcevic et al., 2021). Creative employees are an essential need in organizations that want to establish a powerful base when it comes to creativity and innovation (Ghani et al., 2022; Fuchs et al., 2021). Some of the outstanding theories are the componential theory of creativity and innovation in the corporate environment (Amabile, 1988), the interactionism theory (Woodman, 1993), and the multiple social domains theory (Ford, 1996).

Researchers have developed the concept of work orientations in recent years considering the body of individual expectations of work and subjective assessment, which emphasizes the subjective view of a person and the purpose of work (Khan et al., 2022; Fetzer and Pratt, 2020). It breaks down work orientation into three, namely, job orientation, career orientation, and calling orientation (Manzoor et al., 2023; Bellah et al., 1996). In spite of certain advancement that has been achieved by scholars regarding the concept of work orientation, there are a few limitations. According to some researchers, much of assumptions concerning the work orientations are not empirically backed (Zada et al., 2024; Cai et al., 2018) and that the area is quite theoretical (Manzoor et al., 2024; Pratt et al., 2013) and requires an understanding of how work orientations are working (Amabile and Pratt, 2016; Lee et al., 2019). Considering constraints of previous studies, a part of the research is to investigate the relationship between work orientations and creativity of employees.

The association between intrinsic motivation and creativity is generally mentioned in the literature (Auger and Woodman, 2016; Yuan et al., 2019). Intrinsic motivation is believed to be critical to creativity, as in its absence, there is no way one can be involved in and continue engaging in creative activities, in lieu of knowledge or skills (Fischer et al., 2019). Numerous researchers have only studied the direct connection between motivation and the creativity of employees, including reward (Eisenberger et al., 2020; Fischer et al., 2019; Yoon et al., 2015). Furthermore, earlier research has considered the direct connection between numerous variables and the creativity of employees with inconsistent finding. Hence, further research is needed to explore possible mediators that can contribute to the character of the relationship (Su et al., 2020; Tan et al., 2019).

But even motivational and dispositional aspects can be not enough to completely interpret the effects of creativity. Intrinsic motivation as translated into creative behavior is probably dependent on the enabling conditions within the workplace. One of the boundaries that are critical but have not seen much research in this process is job autonomy-the level of freedom, autonomy and discretion that an employee can exercise in the scheduling of work and the method of executing the work (Hackman and Oldham, 1976). The interactionism approach to creativity (Woodman et al., 1993) is based on the fact that the interaction between individual factors (e.g., intrinsic motivation based on the work orientation) and situational factors is a complex concept that leads to creativity. Job autonomy is a situational boost that all intrinsically-minded individuals need; it gives them the needed leeway to experiment, mind innovative approaches, and apply innovative ideas with little procedural handcuffing (Shalley et al., 2004; Zhang and Bartol, 2010).

On the other hand, even workers who are extremely motivated might find their creative output limited in situations where they have little freedom to express them and are monitored closely.

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Therefore, the present research claims that job autonomy plays a moderating role in the linkage between intrinsic motivation and employee creativity moderating the relationship with a strengthening of the positive effect at high and a reducing of the effect at low autonomy. The inclusion of this moderator in the study advances the research from direct-effect models to a more sophisticated, dependent understanding of the conditions under which work orientations and intrinsic motivation are most likely sources of creative performance.

Review of Literature

Work orientation and worker creativity

Work orientations refer adopted judgments regarding the worth of work doing (Pratt et al., 2013, p. 175). Work orientations resemble our own personal descriptions of the way we perceive our work and, to be more exact, what we appreciate in it. Such accounts emerge because individuals internalize social norms, which are a product of numerous social pressures, including the family, religious groups, the media, and the school, and other social pressures such as organizational leaders (Pratt et al., 2013). As a result, it is not hard to imagine the relationship between job orientation and creativity. Most of the professionals accept the existence of three different forms of work orientation, which include job, career, and calling orientations (Willner et al., 2020). Job orientation is a subjective perception of the person that his/her connection with work is a material exchange, and his/her intrinsic motivation depends on the ability to base effort on the related material returns and financial reward (Liv et al., 2020). Although the career orientation reflects how the per son perceives the objective of his work to be the development of his/her career, gaining status, etc., seeking greater promotion opportunities (Kolodinsky et al., 2018). The focus of calling orienta tion is that the relationship between an individual and his work is rather grounded in his or her personal success, fulfillment, and commitment (Liv et al., 2020). Amabile and Pratt (2016) claim that creative work advancement will be more satisfying, and hence more motivational, to certain workers than others. This is why work orientations of employees should be comprehended.

H1: *Work orientation is positively influenced worker creativity.*

Mediating effect of intrinsic motivation

As the studies suggest, motivation, skills, and processes that are relevant to creativity are three factors that facilitate creativity (Amabile and Pratt, 2016; Hirst et al., 2009; Richter et al., 2012). Overall, motivation can be defined as the core of organizational behavior (Gagné, 2014), it is the motivation that influences the performance and productivity of employees greatly (Ceresoli et al., 2014; Yuan and Woodman, 2021). Intrin sic motivation is influenced by the domain-relevant skills of the individuals and processes of creativity (Newman et al., 2018). The employees, who felt more skills in creativity, problem identification, and solution introduction and evaluation, also reported increased levels of patent submissions, in addition to having a better number and novelty of ideas, according to experts (Birdi et al., 2016). Amabile argued that the leading principle of creativity is intrinsic motivation; in case a work is fascinating, interesting and challenging, employees become more creative (Amabile and Pillemer, 2012). It implies that intrinsic motivation can mediate the relationship between personal elements of creativity and the creativity of the employees.

H2: *Intrinsic motivation mediates the association between work orientation and worker creativity.*

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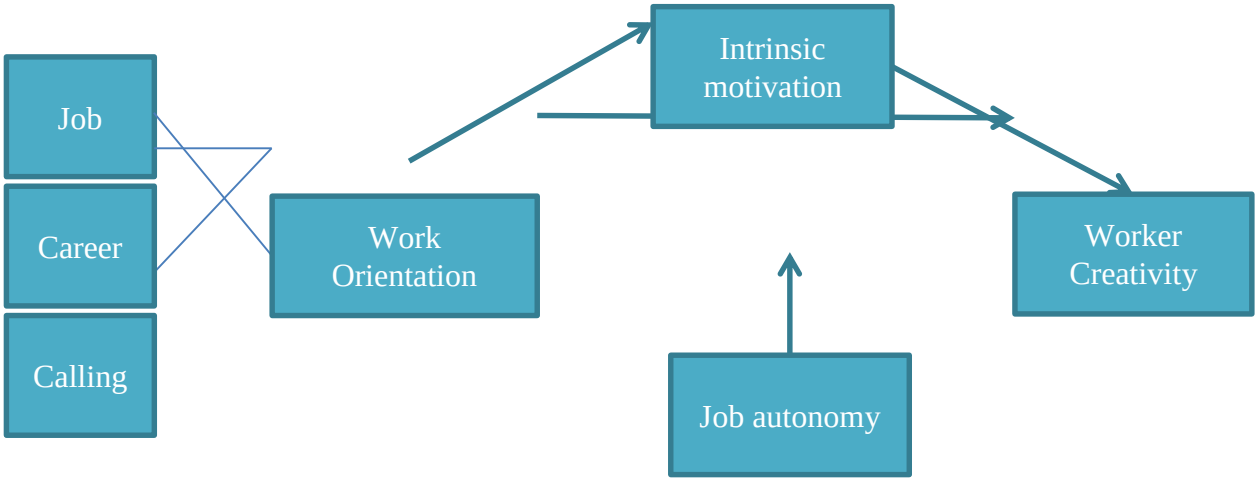
The intrinsic motivation of individuals is determined by work orientation; individuals see their work as a job, a career or calling, which is also a major contributor of creativity. The degree to which such orientation is converted into creative behavior, however, is largely dependent on the degree of job autonomy. Zhang et al. (2017) established that job autonomy is a significant moderation factor in the engagement and creativity relationship, particularly when one is subjected to performance pressure and an orientation towards learning goals. In their research, they found out that employees with autonomy tend to direct their work orientation towards innovation most of the time because autonomy creates a sense of ownership and psychological strength (Zhang et al., 2017).

Similarly, Sia and Appu (2015) showed that work autonomy has an interaction with the complexity of the task have an impact on workplace creativity, implying that work autonomy enables one to change their level of approach and use their own knowledge in tackling complex tasks. This applies especially to individuals who view their profession as a calling since they have an internal drive to strive to excellence and become innovative. Autonomy gives the freedom to consider new solutions and risk in a creative way and therefore enhances the connection between work orientation and creative output (Sia & Appu, 2015). These findings are important since they suggest the need to design roles that will provide meaningful autonomy in order to maximize the motivational advantage of work orientation.

H3: *Job moderates the association between work orientation and worker creativity.*

Framework



Methodology

Population, sample and technique

The Population of this study is the employees of a healthcare center. Initially, we requested permission from department heads and unit managers to carry out the study within their teams. The participating employees then were asked to answer the questionnaire truthfully. After the employees had given their consent, they were informed about the purpose of the research, and were guaranteed that their data would be kept confidential and used only for academic research.

To minimize common method bias, this study adopted the approach of data gathering at three different time intervals (Podsakoff et al., 2003). In the first phase (T1), healthcare center employees provided their views on work orientation (WO) (the independent variable) along with demographic data. During the second phase (T2), the same employees' responses

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were taken for intrinsic motivation (IM) (the mediating variable) and job autonomy (JA) (the moderating variable). Finally, in the third phase (T3), the respondents' answers were taken for the dependent variable, worker creativity (WC).

Data collection and response rate

For this particular study, the sample size was estimated applied Yamane's formula (Yamane, 1973) and setting up a confidence level of 95%. Though the formula suggested a minimum sample size, certain common adjustments were made in order to improve reliability. A 10% buffer was added to the sample size to cover the possibility of difficulties in getting participants and an extra 30% was included to counterbalance the nonresponse bias, as per the suggestion of Israel (1992). Post these revisions, the targeted sample size was set at 345 participants.

A total of 345 questionnaires were given to employees in the selected health care centers. Out of this number, 307 were returned, which gave an initial response rate of 89.0%. After going through the responses, it was found that 35 were incomplete. According to the data screening procedures, 19 cases with 20% or more missing data were removed entirely from the study. Moreover, 16 other cases were characterized by a very low standard deviation and identical responses to almost all items, which pointed towards patterned or careless responding; thus, they were also excluded from analysis. Therefore, the final dataset contain 307 questionnaires that were completed and usable.

The study utilized a multi-stage, proportionate, systematic random sampling approach, a technique that was adapted from Ragab and Arisha (2017). The research was aimed at full-time employees working 8-hour shifts in different healthcare facilities. The first stage consisted of purposive sampling for selecting the particular healthcare institutions that would take part in the study. After that, in the second stage, employees were categorized according to their professional qualification levels (e.g., diploma, bachelors, master's, and clinical doctorate holders). Finally, in the third stage, proportionate systematic random sampling was done within each stratum according to the years of professional experience to make sure there was representation across tenure groups.

Table 1: Demographic Profile of Respondents

Characteristic	Categories	Frequencies	(%)
Gender	Male	196	63.8
	Female	111	36.2
Age	Below 35 years	208	67.8
	36–40 years	46	15.0
	41–45 years	43	14.0
	Above 45 years	10	3.3
Education	Diploma	02	0.7
	Bachelor's Degree	88	28.7
	Master's Degree	181	59.0
	Clinical Doctorate	36	11.7
Experience	Less than 3 years	32	10.4

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4–6 years	93	30.3
7–9 years	117	38.1
Over 10 years	65	21.2

The sample included a selection of healthcare jobs to obtain different work-related opinions. In relation to gender, 63.8% reported being males and 36.2% females. The largest age group of respondents was that of under 35 years (67.8%), with 15.0% in the 36–40 age range, 14.0% in the 41–45 age group, and 3.3% above 45 years. In terms of education, the majority (59.0%) had a master's degree, then 28.7% had a bachelor's degree, 11.7% clinical doctorate, and only 0.7% had a diploma. As for professional experience, most of the respondents (38.1%) had worked for 7–9 years, followed by 30.3% with 4–6 years, 21.2% with over 10 years, and 10.4% with less than 3 years of service.

Questionnaire and Measure

The adoption of prevalent and strict measures by cross-contextual researchers or scientists to revalidate the scales used is a way of enhancing the face validity for the target population and also preserving the aim psychometric properties of the instruments (Brislin, 1986). That is why with the help of healthcare center setting-specific item phrasing the interpreters would not misunderstand the questions and so the data obtained will be of high reliability and validity. A five-point Likert scale was chosen due to its perfect clearance between providing enough discrimination in responses and no fatiguing the respondents, which is especially crucial in studies consisting of several phases and spreading over a long time (Dawes, 2008). This change is in line with the factors of internal consistency and measurement accuracy that are needed to test the proposed connections among work orientation, intrinsic motivation, job autonomy, and worker creativity.

Willner et al. (2020) developed the scale that composed of five dimensions: job, career, and calling, social embeddedness, and busyness. On the other hand, studies in this area (e.g., Wrzesniewski et al., 1997) have mostly relied on the triadic model (job, career, and calling orientations) that was presented by Bellah et al. (1996). Thus, the job aspect was measured by a 5-question scale. The career aspect was measured by a 5-question scale. The calling aspect was measured by a 5-question scale (Willner et al., 2020). Hence, work orientation was measured through fifteen items scale as per dimension. The intrinsic motivation scale consists of 15 items, that developed by (Amabile et al., 1994). In last, Job autonomy was examined through three-items survey that developed by Breaugh (1983). Worker creativity was investigated by this study; used 3 questions were suggested by Oldham and Cummings (1996).

Reliability analysis

In order to evaluate the measurement scales' internal consistency and reliability, Cronbach's alpha coefficients were determined for each construct. The results depicted in Table 1 indicate that all the scales provided very good to excellent reliability with coefficients beyond the widely accepted limit of 0.70 (Nunnally, 1978).

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Table 1: Scale Reliability

Variables	Names	Measurement items	Values of Alpha
Independent	**Worker orientation** (WO)	**15**	**.906**
Dependent	**Worker Creativity** (WC)	**03**	**.853**
Mediator	**Intrinsic Motivation** (IM)	**15**	**.787**
Moderator	**Job Autonomy** (JA)	**03**	**.829**

Work Orientation (α = .906) was the indication of excellent internal consistency. The scale with 15 items henceforth can be considered the best tool for the evaluation of workers' consciousness of work as a job, career, or calling. Further, worker Creativity (α = .853) indicated good reliability for a scale with only three items. This means that the items of the scale are tightly joined and together can provide a clear picture of creative behaviors in the organizational context. Additionally, intrinsic Motivation (α = .787) and Job Autonomy (α = .829) were both acceptable to good reliability. Although the alpha for Intrinsic Motivation is slightly lower than those of Job Autonomy and Heftiness, it still exceeds the .70 cutoff, which means the questionnaire items are adequate for further analysis (Hair et al., 2010). The shorter Job Autonomy scale also performed well, indicating that the measurement is internally consistent even with few items.

Table 2: Summary of KMO and BTS

Variables	Name of variables	KMO	BTS
Independent	WO	.892	Chi-Sq (1092.99) P< .05
Dependent	WC	.756	Chi-Sq (609.71) P< .05
Moderator	JA	.792	Chi-Sq (304.40) P< .05
Mediator	IM	.724	Chi-Sq (520.14) P< .05

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The KMO values for all constructs, which are WO (.892), WC (.756), JA (.792), and IM (.724), indicated that the sampling was adequate for factor analysis since they all surpass the suggested minimum limit of 0.60. On the other hand, Bartlett's Test of Sphericity (BTS) was significant for all the variables ($p < .05$), thereby validating that the correlation matrices are not identity matrices. These findings reveal that items for each construct are highly interconnected and can be subjected to exploratory or confirmatory factor analysis. As a whole, the results confirm the construct validity and the measurement scales' appropriateness that were employed in this research.

Hypotheses Testing

Table 3: (Work orientation -> worker creativity)

(Hypothesis-1)	
Worker Orientation (WO)	**Values**
Und Beta	.797
Std. e	.038
t	21.16
p	.000
Durbin-Watson	1.8
R^2 = .699	

The simple linear regression analysis performed to examine the relationship between WO on WC. The finding shows that Work Orientation (WO) has a positive impact on Worker Creativity (WC). An unstandardized beta coefficient of 0.797 ($p < 0.001$) means that with one unit upwards shift in Work Orientation there shall be an increase of 0.797 units in Worker Creativity resulting in a strong positive relationship. The t-value of 21.16, which is much higher than the conventional standard of 1.96 for significance at the 0.05 level, affirms the robustness of this effect even more. Additionally, the model captures a large part of the variance in creativity as shown by the R^2 value of 0.699; this means that almost 70% of the differences in Worker Creativity can be ascribed to Work Orientation a remarkable explanatory power for behavioral studies. A Durbin-Watson statistic of 1.8, which is within the acceptable range of 1.5 to 2.5, suggests that the assumption of independent errors has been satisfied the regression model's reliability. Thus, hypothesis H1 is accepted.

Mediation analysis

Mediation analysis carried out by using Hayes's (2018) PROCESS Macro examines the unseen mechanism that an independent variable uses to employ influence over a dependent variable by checking whether a mediating variable is significant. This method is justified from a methodological point of view since it incorporates bias-corrected bootstrapping a

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nonparametric resampling technique that allows no assumption of the indirect effect being normally distributed, thus yielding more dependable confidence intervals and less traditional methods having less significant statistical power. In this research context, the PROCESS Macro (Model 4) was utilized to determine if Intrinsic Motivation mediates the association between Work Orientation and Worker Creativity, and the results showed that the indirect effect is significant when the bootstrap confidence interval does not consist of zero, providing strong support for the psychological mechanism connecting these variables.

Table 4*: IM Mediates the WO-WC*

(Hypothesis H2)					
Paths		**Und. Coff**	**Std. e**	**t**	**p**
Worker orientation ⟶ Intrinsic Motivation		.6437	.0356	18.09	.000
Intrinsic Motivation ⟶ Worker creativity		.5258	.0725	4.24	.000
Worker orientation ⟶ Worker creativity		.3157	.0600	5.28	.000
	Effect	**t**	**P**	**LLCI**	**ULCI**
Total effect	.6542	15.58	.000	.5714	.7369
Direct effect	.3157	5.26	.000	.1974	.4339
Indirect effect	.3385			.2399	.4340
Sobel test (z) 6.73					

In the above table 4, shows the mediation analysis and proposed that Intrinsic Motivation (IM) mediates the relationship between Work Orientation (WO) and Worker Creativity (WC) reveals a significant partial mediation effect. The results, shown in Table 4, confirm that all three direct paths in the mediation model are statistically significant ($p < 0.001$), meeting the prerequisite conditions for mediation testing. Specifically, Work Orientation exerts a strong positive influence on Intrinsic Motivation ($B = 0.6437$, $p < 0.001$). In turn, Intrinsic Motivation significantly predicts Worker Creativity ($B = 0.5258$, $p < 0.001$). When both Work Orientation and Intrinsic Motivation are included in the model, the direct effect of Work Orientation on Worker Creativity remains significant but is reduced from the total effect, indicating partial mediation.

The indirect effect of Work Orientation on Worker Creativity through Intrinsic Motivation is 0.3385, with a bootstrapped 95% confidence interval of [0.2399, 0.4340] meanwhile this interval does not include zero, the mediation is statistically significant. This finding is further supported by the Sobel test ($z = 6.73$, $p < 0.001$), which exceeds the critical threshold of $|1.96|$ for significance at the 0.05 level. In terms of effect size, the indirect effect accounts for approximately 51.7% of the total effect (0.3385 / 0.6542), emphasizing the

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fundamental role of Intrinsic Motivation in transmitting the influence of work orientation to creative outcomes. This study H3 was supported.

Moderation analysis

In order to check the moderation hypothesis, this study carried out a hierarchical multiple regression analysis in accordance with the procedures suggested by Hayes (2018). The SPSS PROCESS Macro (Model 1) was used to conduct the analysis with 5,000 bias-corrected bootstrap samples. To make the interaction term easier to interpret, the predictor variable (Work Orientation) and the moderator (Job Autonomy) were mean-centered.

Table 5: ***JA Moderates the WO→ WC)***

Step & Variable	B	SE	t	p	95% CI	ΔR^2
Step 1: Main Effects						
Work Orientation (WO)	.521	.040	12.98	< .001	.442, .601	
Job Autonomy (JA)	.284	.037	7.68	< .001	.211, .357	.621
Step 2: Interaction Effect						
WO × JA	.163	.034	4.79	< .001	.096, .230	.018
Total R^2						.639

Note*: B, Se, CI.*

The findings confirmed Hypothesis H4 which points to a moderation effect that is statistically significant. The interaction term (WO × JA) commanded to a significant increase in explained variance (ΔR^2 = .018, p < .001). The positive coefficient of the interaction term (B = .163) suggests that the connection between work orientation and worker creativity gets stronger with an increase in Job Autonomy.

To further confirm the interaction effect, this study performed a simple slopes analysis across three levels of the moderator: low Job Autonomy (1 SD below the mean), average Job Autonomy (mean) and high Job Autonomy (1 SD above the mean). The results displayed in Figure 1 reveal that the positive correlation between Work Orientation and Creativity was strongest for the employees with high Job Autonomy (B = .684, p < .001), moderate for the ones with average autonomy (B = .521, p < .001), and weakest for those with low autonomy (B = .358, p < .001).

Table 6: Summary of slopes

ondition	Effect (B)	SE	t	p	95% CI
Low (JA) (-1 SD)	.358	.049	7.30	< .001	.262, .455
Average (JA)	.521	.040	12.98	< .000	.442, .601

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ondition	Effect (B)	SE	t	p	95% CI
High (JA) (+1 SD)	.684	.045	15.18	< .000	.596, .772

Conclusion

The present research explored the relationship between work orientation and worker creativity. Also, the study examined the mediating effect of intrinsic motivation and moderating effect of job autonomy and through the collection of data from 307 full-time employees working in healthcare organizations. The study employed a **time-lagged, multi-wave survey design** to enhance methodological consistency and reduce the risk of common method bias. Based on findings, the work orientation, which refers to the way employees view their work as a job, career, or calling, has a considerable and positive influence on the creativity of workers. Moreover, the findings reveal that intrinsic motivation acts as a partial mediator in this relationship, which means that work orientation increases creativity mainly through the stimulation of employees' internal interest, enjoyment, and engagement in their tasks. Furthermore, job autonomy serves as a significant moderator of this relationship in such a way that the positive effect of work orientation on creativity is more powerful when employees are given more freedom and discretion over the manner in which they carry out their work.

The results of the present study are consistent with previous studies. Following the componential theory of creativity (Amabile, 1996; Amabile & Pratt, 2016), the findings verify the contribution of meaningful work orientations to the development of intrinsic motivation which in turn, drives creative output again referring to earlier studies (Birdi et al., 2016; Fischer et al., 2019). Furthermore, the moderating effect of job autonomy the interactionist view of creativity (Woodman et al., 1993) where creativity is claimed to be a result of the interaction of personal motivational factors and context of the work conditions. Just like previous studies suggesting autonomy to be a major contributor to creativity (Zhang & Bartol, 2010; Sia & Appu, 2015), the current study reveals that autonomy promotes the conversion of motivational states into creative outcomes. The above-mentioned findings not only bolster current theoretical models but also open up new avenues for research by successfully demonstrating a moderated mediation model in the healthcare setting, thus giving a deeper understanding of the mechanisms and conditions through which work orientation translates into boosted creative performance.

Theoretical and Practical Implications

From a theoretical viewpoint, this research has made a significant contribution to the literature by conducting an empirical investigation that addresses the previous concerns that work orientation studies have lack of research and are too conceptual (Pratt et al., 2013; Cai et al., 2018). The mediating role of intrinsic motivation was proved and the study indicated that intrinsic motivation, in turn, mediated the relationship between individual orientations and creative behavior (Amabile & Pillemer, 2012; Newman et al., 2018). The acceptance of job autonomy as a moderator not only support the existing argument but also increase the evidence that the effectiveness of motivational states in inspiring creativity is dependent on the contextual factors (Zhang & Bartol, 2010; Sia & Appu, 2015). Therefore, the research has theoretical implications by creating a single explanatory framework that combines individual meaning-oriented orientations with motivation and situational variables.

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The findings practically suggest that healthcare managers should not just count on financial incentives to boost creativity. Rather, they should create a working environment that is meaningful, encourage intrinsic motivation through various means, and develop jobs that come with high levels of independence that the creative potential of the employees can be realized. These findings link with past research that upholds the idea that autonomy increases ownership, psychological empowerment, and innovative behavior (Zhang et al., 2017). If the healthcare professionals are feeling that their work is effective, then both the quality of service and sustainability of the organization will be greatly improved since the positive effects of motivation on creativity would be much stronger in the creatively less exhausting and less blooming environment of total control of tasks and decisions given to health professional.

Limitations and Future Directions

This study has limitations that are important to mention, even though there are some well-intentioned points below. The first limitation is that the sample was taken only from healthcare organizations which can make the findings not applicable to other industries where workers have different job characteristics, task complexity, and levels of autonomy. The second limitation is that to make it less likely that common method bias would be an issue, a time-lagged, multi-wave design was used, but even so, self-reported measures could still tilt the data toward the perceptual and social desirability biases. The third limitation is that the study collected data at different times but the final analysis is still mostly treated as cross-sectional, thus making strong causal inferences harder.

There are few suggestions for overcoming the aforementioned limitations: first, longitudinal or experimental designs should be used in future research and multi-source data (e.g., supervisor- or peer-rated creativity) should also be used to improve validity. Then, future studies could add new mediators to the current framework, including psychological empowerment, work engagement, and creative self-efficacy. These are already identified as the mediators through which individual perceptions are translated into creative behavior. Likewise, potential moderators such as ethical or transformational leadership, organizational creative climate, and perceived organizational support could be investigated to specify the conditions under which work orientation and intrinsic motivation have the strongest effects on creativity. Inquiring into these variables would not only provide richer findings but also a better grasp of the interrelated mechanisms and contextual factors that influence employee creativity in various organizational environments.

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