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Workforce Creativity Beyond Mood: A Strategic Framework of Vitality, Mindfulness, and Psychological Safety

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ABSTRACT

Professionals are being pressurised to deliver unusual and helpful solutions within tight time constraints in the fast-moving creative economy. This paper explores the correlation of Proactive Vitality Management (PVM) with individual creativity, with the cross-level moderator of Psychological Safety (PS) and mindfulness as a mediating factor. Despite the fact that the role of PS and energy regulation as independent factors is well-established, empirical information about their combative, bottom-up effects in daily working environments is still limited. To fill this gap, a five-day diary study was conducted on 183 workers in the creative industries of Indonesia, including marketing, Information Technology (IT), and design. The experiment breaks down these interactions between these variables at various levels of inquiry by applying Multilevel Structural Equation Modelling (MSEM). The results showed that PVM significantly predicted both creativity and mindfulness. However, mindfulness did not mediate the relationship between PVM and creativity. PS moderated the relationship between PVM and mindfulness. At the within-person and between-person levels, PVM and PS consistently enhanced daily mindfulness and creativity, respectively. These results suggested the practical value of helping employees manage energy proactively and improving psychologically safe work environments to increase daily creative performance. The literature was enhanced by integrating proactive energy management and PS into a cross-level framework, offering new insights into the mechanisms required to improve workplace creativity.

Keywords: Creativity, creative industries, mindfulness, proactive vitality management, psychological safety

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INTRODUCTION

Creativity is a necessity, serving as the key to sustained success (Herkert, 2021). This concept plays a crucial role in achieving success at the individual and organisational levels. Based on the responses from over 500

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global business leaders, a study conducted by Harvard Business Review Analytic Services (2024), in collaboration with Canva found that 96% creative ideas were essential for long-term success. Furthermore, 94% stated that creative organisations achieve greater strategic growth. This urgency is directly related to Indonesia's national aim of shifting to a creative economy. This is now a major economic reality rather than only a policy objective. According to data from the Ministry of Tourism and Creative Economy (Ministry of Tourism and Creative Economy, 2024), the industry employs more than 24 million people and contributes roughly 7.28% of the country's GDP, or Rp1,611.2 trillion. Refer to Law No. 59 of 2024, which creates the National Long-Term Development (RPJPN) 2025-2045, which serves as the legal foundation for this course. The 'Golden Indonesia 2045' vision, which comprises human capital development and innovation-led transformation as the key pillars for national progress, is outlined in this paper and will serve as the major guideline for the following 20 years (Bappenas, 2024).

In today's environment, workplace innovation serves as a crucial stimulant for competitive advantage and organisational resilience. This demand is crucial for the creative industries, which are essentially defined by the combination of human skill and the creation of creative assets (Huang & Jia, 2022). Particularly in Indonesia, the industry is currently negotiating the upheaval of disruptive innovation (Gularso et al., 2020), which is requiring both new and old businesses to require their employees to constantly come up with ideas. Working in fields where creativity has become a "industrialised" daily expectation, millennials and Gen Z workers in IT, design, and digital marketing are leading this change (Amabile & Pratt, 2016). These positions, in contrast to more traditional ones, are based on high-frequency feedback loops and non-routine cognitive labour, a person's daily vitality plays a crucial but varying role in how well they function (Amabile & Pratt, 2016). The emphasis on these high-velocity subsectors is therefore motivated by their innate requirement for radical innovation under ongoing time limitations (Op den Kamp et al., 2023). However, a significant paradox arises: whereas these digital spaces provide a sense of autonomy, they frequently ensnare workers in a never-ending cycle (Mazmanian et al., 2013). This issue is exacerbated by the fact that in the Indonesian context, a culture of hustle is widespread, with the need to create harmony in the group frequently manifesting itself as the need to keep the apparent level of constant productivity (Mazmanian et al., 2013; Minkov et al., 2017).

To be able to navigate these volatile settings, Proactive Vitality Management (PVM) is required, which is operationalised as a set of goal-focused, self-regulatory strategies to balance physical and mental energy (Op den Kamp et al., 2018). PVM is based on the Proactive Motivation Theory (PMT) because this strategic antecedent exclusively triggers the energised-to-do pathway (Parker et al., 2010). This form of

energy management is no longer a luxury but an essential survival tool in demanding creative scenarios, which allows workers to replenish the energies required to be able to continue with their day-long work (Tisu et al., 2023). The actual empirical evidence on the way that professionals actually navigate and cope with their daily energy variations on an autonomous basis is, however, decisively deficient, even though the theoretical importance of PVM is substantial (Op den Kamp et al., 2023).

In essence, PVM is a vital internal process that provokes creative performance with the focus on attention. Whether in terms of the Conservation of Resources (COR) theory, PVM is a strategic resource-replenishment process (Hobfoll et al., 2018). By actively focusing on their energy, employees will be able to keep the scarce reserves of self-regulation needed to sustain mindfulness or awareness of the present despite the constant digital intrusion (Hülsheger et al., 2018; Op den Kamp, 2023). The energised-to-do route is also entrenched within the PMT framework through mindfulness, which prevents the involvement of cognitive abilities becoming disengaged. Despite the fact that mindfulness has been proved as an effective mediator, its significance is in particular to the creative workforce of Indonesia that is becoming more and more demanded to deliver unique outcomes having to deal with the always-on pressure of the modern workplace.

Applying these tactics in Indonesia requires taking into consideration cultural systems that value harmony within the group (Minkov et al., 2017). This implies that the path of psychological safety (PS) (Edmondson, 1999) may not be linear; in particular, this study examines the 'too-much-of-a-good-thing' effect, which argues that too much PS may unintentionally encourage creative complacency (Pierce & Aguinis, 2013). Current domestic research, while it has strategic significance, is still too Western-centric and cross-sectional, missing the everyday, within-person microdynamics of how energy and mindfulness change. Since the creative outputs in IT, design, and marketing arise through spontaneous daily tasks and rapid feedback loops, the variables are best examined using a multilevel daily diary design (Amabile, 2012; Binnewies et al., 2009). Therefore, this study aims to bridge the gaps by investigating the sustenance of daily creativity through the mediating lens of mindfulness, and the moderating effect of PS amidst the demanding, collectivist landscape of Indonesia's creative industries toward Indonesia Emas 2045.

Study Purpose and Objectives

This study investigates the relationship between the proactive regulation of energy through PVM and the daily creative performance of employees within the Indonesian creative industries. Drawing on PMT, the daily fluctuations in PVM serve as a strategic antecedent that fuels the 'energised-to-do' pathway required for innovation (Parker, Bindl, & Strauss, 2010; Op den Kamp et al., 2018).

The investigation is focused on high-velocity Indonesian subsectors, including IT, Design, and Digital Marketing. The roles are characterised by 'prescribed creativity', where novel and impactful solutions are an industrialised daily requirement rather than a voluntary act (Amabile & Pratt, 2016; Unsworth, 2001). This study captures the within-person micro-dynamics (Level 1) nested within employees (Level 2) by using a multilevel daily diary design over five consecutive working days, providing a robust framework to understand the effects of individual self-regulation on creativity amidst the "always-on" pressures of the Indonesian digital landscape (Binnewies et al., 2009; Mazmanian et al., 2013). Based on the description, this study examines whether the relationship is mediated by day-level mindfulness, defined as a receptive attention and awareness of present-moment experiences (Brown & Ryan, 2003). Even though mindfulness is theorised to enhance the cognitive resources needed for creativity, the role as a mediator is investigated within a unique cultural and occupational context where constant digital connectivity may scatter attention (Hülsheger et al., 2018; Op den Kamp, 2023). PS is examined as a crucial individual-level boundary condition (Edmondson, 1999). From traditional Western-centric perspectives, this study tests for a potential 'negative moderation' or 'too-much-of-a-good-thing' effect (Pierce & Aguinis, 2013). In a collectivist setting, the effects of excessive levels of PS on creative complacency are investigated, reducing the "productive tension" or "creative urgency" required to convert managed vitality (PVM) into innovative output (Pearsall & Ellis, 2011).

The primary objective of this study includes 1) to examine the intraindividual relationship between daily PVM and creativity within the Indonesian creative workforce, 2) to assess whether day-level mindfulness mediates the relationship while exploring potential discrepancies with existing Western-centric literature regarding the significance of the variable in high-pressure creative roles, and 3) to test whether PS at the individual level moderates the direct and indirect effects of PVM on creativity, investigating the potential weakening of the relationship when safety levels are high. The integration of daily data through multilevel modelling aims to bridge the relationship between individual self-regulatory behaviour and the organisational context. This provides new insights for maintaining the sustainability of the "new growth engine" to fulfill the Golden Indonesia 2045 vision. This is a national transformation agenda to realise Indonesia as a developed nation with global competitiveness by strengthening the quality of human resources (Bappenas, 2024).

LITERATURE REVIEW

The paper is based on the PMT that describes how changes are initiated to meet organisational objectives (Parker et al., 2010). Recent trends in PMT indicate that the need to be proactive in the digital-heavy industries is no longer a choice, but a necessity to survive in the current high-

velocity settings (Zhang et al., 2023). In the case of Indonesian workers in the IT, Design, and Digital Marketing, this is translated into prescribed creativity- an industrialised, day-to-day requirement of innovation (Amabile and Pratt, 2016; Unsworth, 2001). Managing this terrain puts a sharp demand on the energised-to pathway, since people have to protect the mental resources needed to produce creative output at the same time as they work within a culture of the so-called always-on ethos (Mazmanian et al., 2013; Zhang et al., 2023).

PVM is a goal-directed, self-initiated plan to maintain physical and mental energy as well as facilitate effective work performance. This concept is a behaviour that fits the "energised to" pathway in PMT (Op den Kamp et al., 2018). PVM includes intentional task planning, micro-breaks, or light fun activities to maintain energy levels during the day (Trougakos & Hideg, 2009). Sonnentag and Niessen (2020) found that performance was positively related to psychological detachment and micro-recovery during the workday, mainly through energy restoration. The role of PVM in promoting creativity in everyday life has not been analysed extensively. However, previous studies have identified associations between PVM, work engagement, and psychological well-being (Ye et al., 2021; Tisu et al., 2023). Employees replenish the energy needed for divergent thinking by engaging in micro-recovery and strategic task planning (Ni et al., 2022). In the context of the Indonesian workforce, PVM acts as a self-starting mechanism to sustain innovativeness day-to-day. Therefore, the following hypothesis was formulated to guide this study.

H1: Daily PVM Positively Predicts Daily Creativity

PVM acts as a resource-replenishment strategy that facilitates mindfulness, characterised by sustained, non-judgmental awareness of the present moment (Brown & Ryan, 2003). The current study suggests that managing energy reserves is essential for protecting the self-regulatory resources required for mindful attention, specifically in digital-intensive workspaces where attention is frequently scattered (Hülsheger et al., 2018; Op den Kamp, 2023). In PMT framework, PVM ensures that the employee remains in an "energised" state of awareness, preventing cognitive fatigue from diminishing present-moment focus (Zhang et al., 2022). When applied to the Indonesian workforce, the positive organisational behaviour approach to human capital optimisation has been revealed to be an important factor in enhancing organisational performance (Ampuh et al., 2018). Thus, this research will suggest PVM as a type of active personal action that is essential in the evocation of cognitive resources and creative behaviour in the creative sector.

H2: Daily PVM Positively Predicts Daily Mindfulness

Brown and Ryan (2003) define mindfulness as a psychological theory that is characterised by the continuous

presence of the present moment, conscious focus, and the lack of judgmental analysis. Thoughtful attention was associated with greater concentrative stability, reduced vulnerability to disruption and greater openness to ideas in creative sectors, where the work environment was characterised by a high degree of cognitive activity and mobility (Jones, 2019). It has been shown that mindfulness practitioners are more flexible and reflective of themselves, which is directly connected to solid, original problem-solving. This efficacy is caused by better experiential integration, which is one of the features of the ideation process of mindful cognition (Hülsheger et al., 2013; Zhang et al., 2022). But this relationship is not always straightforward in the fast-paced marketing and IT sector in Indonesia. The fast cycle of decisions and the feedback loops that these businesses demand can occasionally be incompatible with the presence inherent in mindfulness (Montani et al., 2020; Op den Kamp, 2023). This potential conflict brings out the necessity of cognitive control to manage the internal attentive states and the external states of urgent work.

H3: Daily Mindfulness Positively Predicts Daily Creativity

Professionals can develop the flexibility of thought required to generate different ideas by training their ability to be mindful of the present moment by avoiding the use of the usual cognitive shortcuts. This state of consciousness is an active facilitator of the creative process that involves the experience of merging various ideas, as opposed to being a mere focus (Hülsheger et al., 2013; Zhang et al., 2022). By being present here and now, employees are able to cope with high-velocity work without having to lose the cognitive openness required to be innovative. This continuous state of clarity of mind suggests that mindfulness is a direct stimulant to generate innovative solutions in the course of work.

H4: Daily Mindfulness Mediates the Relationship Between Daily PVM and Daily Creativity

When assessing the effectiveness of such proactive practices as PVM, the bigger picture of the workplace should be taken into consideration. PMT shows that situational factors such as corporate climate and social reinforcement can either support or constrain the outcome of proactive behaviour and motivation. PS is a highly relevant contextual aspect in creative work settings. According to Edmondson (1999), PS was defined as the perception of an individual that he or she is risking interpersonal consequences without being afraid of the adverse effects of the action. This idea can affect the interactions of the employees with the mental states. Recent evidence indicates the existence of the so-called too-much-of-a-good-thing effect (Pierce & Aguinis, 2013). High PS can cause creative complacency in collectivist societies, such as Indonesia, where social comfort causes less urgency to apply managed vitality (PVM) to heighten awareness (mindfulness), and the association between energy control and clarity of mind.

H5: PS is a Cross-level Moderator that Strengthens the Relationship Between Daily PVM and Daily Mindfulness

The relationship between mindfulness and creativity is strengthened by the presence of PS. Even though individuals in a mindful state tend to exhibit high awareness and cognitive openness, the absence of a psychologically safe environment can inhibit the willingness to share or act on ideas. Therefore, a lack of emotional security may impede the full realisation of creative potential when the cognitive conditions for creativity are present. A work environment characterised by emotional support supports an atmosphere in which individuals feel comfortable sharing ideas without fear of criticism or social disapproval. Previous studies reported that PS promotes the expression and acceptance of creative ideas from the mindfulness process (Carmeli et al., 2014; Henriksen et al., 2020). A lack of "productive tension" in environments with excessive PS can inhibit the drive to act on creative ideas (Pearsall & Ellis, 2011). Therefore, high PS serves as a "negative moderator" that dampens the conversion of mindful cognition into actual creative output, as employees prioritise maintaining group harmony over disruptive innovation.

H6: PS As a Cross-Level Moderator That Strengthens the Relationship Between Daily Mindfulness and Daily Creativity

Studies integrating PVM, mindfulness, and PS into a unified multilevel framework remain remarkably limited. Despite the evidence that creativity and self-regulatory behaviours fluctuate significantly on a day-to-day basis (Liu et al., 2021), most extant studies have centred on general populations in Western contexts, failing to show the unique socio-cultural dynamics of developing creative economies, such as Indonesia. This is a significant omission since the Indonesian creative sector, particularly in high-velocity subsectors, contributes approximately 7.28% to the national GDP and is a central pillar of the 'Indonesia Emas 2045' strategic roadmap (Bappenas, 2024; Ministry of Tourism and Creative Economy, 2024). To address the gaps, a multilevel daily diary design is adopted to explore the intra-individual relationships between PVM, mindfulness, and creativity. Furthermore, this study extends the literature by examining the moderating role of PS at the individual level, specifically investigating the potential 'too-much-of-a-good-thing' effect (Pierce & Aguinis, 2013). An overabundance of emotional security may lead to creative complacency within a collectivist work environment, offering an understanding of the boundaries of proactive behaviour in non-Western settings.

METHODS

A quantitative multilevel design was adopted, grounded in PMT (Parker et al., 2010), to investigate the daily dynamics of PVM, Mindfulness, Creativity, and PS. This study used a daily diary method over five consecutive working days to capture intra-individual fluctuations.

On the morning of the first day, participants completed a baseline questionnaire including demographic information and PS (Level 2). This was followed by the first of five daily surveys assessing PVM, mindfulness, and creativity (Level 1) distributed each afternoon. We chose a five-day consecutive period to mirror the standard temporal boundary of a typical workweek in Indonesia. This duration effectively captures the complete cycle of idea-intensive sprints, rapid feedback loops and energy depletion and recovery dynamics that typically unfold from Monday to Friday in these fast-paced creative sectors, while avoiding excessive survey fatigue for participants (Binnewies et al., 2009; Ohly et al., 2010).

In order to reduce the possible Common Method Bias (CMB), there were a number of procedural remedies that were used in this study based on the recommendations of Podsakoff et al. (2003). Ensuring that the measures of stable traits, including psychological safety, were put in a block of survey independent of the state-based daily variables was one of the major steps towards procedural separation. Further, the design of the survey made the respondents separate their direct day-to-day experiences in the workplace from their general perceptions of the workplace. To enhance further the protection of data integrity as well as to minimise social desirability bias, anonymity was provided to all the respondents in the process of data collection.

The recruitment process was focused on Indonesian creative talents, especially those who operate in the subsectors of IT, design, and digital marketing. The research increased access to several companies within the digital ecosystem and full-time employees in idea-intensive jobs using an ingenious blend of purposive and snowball sampling. The data were processed through Multilevel Structural Equation Modelling (MSEM) to undertake the analytical phase to evaluate direct, mediating and moderating pathways. This multilevel framework was validated using Multilevel Confirmatory Factor Analysis (MCFA) to ensure that construct validity was at the within-person and between-person level and the rigorous requirements of MSEM-based modelling.

Study Participants

The participant recruitment was based on the high-velocity regions of the Indonesian creative industry, specifically, the subsectors of digital marketing, design, and information technology. These sectors were prioritised because they depend heavily on non-routine activities of a cognitive nature and rapid iterative feedback loops. To successfully manoeuvre this professional environment, the study employed a hybrid sampling approach that incorporated purposive sampling and snowball sampling approaches to ensure that the study was both precision-based and broad-based to access a larger number of organisations. Although snowballing allowed access to a very broad range of people working in the digital ecosystem, purposive sampling ensured that each of the participants met the criteria to be included. To examine the familiarity

with the dynamics of organisational work, to make sure that only participants with the same level of familiarity were included, the inclusion criteria were that the participants must be at least 18 years old and that they had at least one year of experience in their current positions.

After the first screening, 183 employees (N = 183) volunteered to make 915 daily observations during five consecutive working days to be used in Level-1 analysis. The initial day was dedicated to the creation of the baseline measures of PS at Level 2 and demographic profiling. The last sample consisted of 72% females, with most of them being in the hybrid or on-site environment. The given composition of the workforce reflects the picture of the Indonesian creative industry, providing a relevant background to the discussion of the proactive cognitive-affective processes in the contemporary, idea-intensive contexts (Grant & Ashford, 2008).

Measuring Instruments

To maintain a high level of validity and reliability, the research utilised the available measurement scales that were modified to use a daily diary format. The evaluation of all constructs was done on a 5-point Likert scale, with anchors of 1 (strongly disagree) to 5 (strongly agree). In particular, PVM was operationalised as a four-item shortened variant of the scale that was created by Op den Kamp et al. (2018), which is aimed at capturing the proactive behaviour of an individual to maintain or enhance the level of energy. An example item of this scale was, today, I did something proactive to increase my energy in the workplace.

In measuring the mindfulness (MI) daily, the researchers used a short version of the Mindful Attention Awareness Scale (MAAS) consisting of five items, the original version of which was created by Brown and Ryan (2003). This adaptation was aimed at capturing the moment-to-moment awareness and involved a reverse-coded item as a certain precaution against response bias.

Equally, daily creativity (IC) was measured using a four-item index proposed by Hahn et al. (2015), which is based on the groundbreaking research of creativity by Zhou and George (2001). These items particularly tested the ability of the participants to come up with novel ideas that were practically useful in the context of their professional activities. One of the representative ones was: today, I formulated original and practical ideas to enhance my performance at work.

PS was measured using Edmondson's (1999) seven-item scale, which captured individuals' perceptions of interpersonal risk-taking within the work environment. This scale was extensively used in organisational studies and was well-suited for assessing perceived emotional safety in professional interactions. The scale was conceptualised as an intra-individual variable, as shown by the following concept: "Members of this team can bring up problems and tough issues." The scales showed robust psychometric properties in previous studies and were subjected to MCFA to ensure validity and reliability.

Study Procedure

The study used a daily diary method over five consecutive working days to capture the intra-individual fluctuations of energy regulation and creativity. To ensure the linguistic and cultural equivalence of the measuring instruments, the scales were subjected to a rigorous back-translation process by independent bilingual experts. Data collection followed a two-phase procedural separation to mitigate CMB (Podsakoff et al., 2003). On the morning of the first day, participants accessed a landing page through Google Forms to complete a baseline survey consisting of informed consent, demographic profiles, and the Level-2 measure of PS. Subsequently, participants received daily Level-1 surveys each afternoon for five days to report the state levels of PVM, mindfulness, and creativity. To ensure data integrity, optional daily reminders were disseminated through WhatsApp, and two attention-check items were embedded within the surveys. The study adhered to ethical protocols, maintaining participant anonymity, and ensuring voluntary participation as per the approved ethical clearance.

Statistical Analysis

Given the nested data structure, Multilevel Structural Equation Modelling (MSEM) was utilised to distinguish Level-1 daily fluctuations from Level-2 inter-individual differences in PS. Analyses were executed in RStudio using the lavaan and semTools packages. Prior to Modelling, the dataset was cleaned by removing responses that failed attention checks or fell below completion thresholds.

An MCFA was performed before hypothesis testing to satisfy the requirement for MSEM-based construct validity. The measurement model reported an excellent fit: CFI = 0.937, TLI = 0.926, RMSEA = 0.053, and SRMR within = 0.041 / SRMR between = 0.048. Reliability was assessed through Cronbach's alpha, with all values exceeding 0.70. Meanwhile, Average Variance Extracted (AVE) exceeded 0.40, confirming convergent validity. Intraclass correlation coefficients (ICCs) for key variables exceeded 0.60, justifying the necessity of a multilevel method. Enders and Tofighi (2007) stated that Level-1 predictors were person-mean centred to isolate within-person variance, while the Level-2 moderator was grand-mean centred. Hypothesis testing, including direct, indirect, and cross-level interaction effects (H1–H6), was conducted using moderated mediation procedures to investigate the potentially non-linear boundaries of PS.

RESULTS

The measurement instruments exhibited strong internal consistency following minor revisions. An item from PS scale was removed to enhance the psychometric properties of the scale. The Composite Reliability (CR) values were 0.96 for PVM and mindfulness, 0.94 for creativity, and 0.80 for PS, confirming reliability. MCFA supported model fit (CFI = 0.937; TLI = 0.926; RMSEA = 0.053; SRMR = 0.041/0.048), validating the measurement model. The details of construct reliability and validity are presented in Table 1.

Table 1
Construct reliability and validity

Construct	Level	CR	AVE
Creativity	Within	0.84	0.45
	Between	0.94	0.95
PVM	Within	0.84	0.44
	Between	0.96	0.91
Mindfulness	Within	0.86	0.54
	Between	0.96	0.95
Psychological Safety	Between	0.80	0.44

On the daily (within-person) level, the CR values of all the variables were higher than the standard (0.70). The AVE scores of PVM (0.44), Creativity (0.45) and PS (0.44) were lower than the score of 0.50, but were regarded as good enough. Based on the criteria of Fornell and Larcker (1981), convergent validity of a construct is acceptable when the value of CR is greater than 0.60 despite the lower AVE value (which is below 0.50). The small AVE values that are present at the daily level depict a reported pattern of diary studies, in which temporal changes tend to increase error variance relative to individual-level values that are stable (Geldhof et al., 2014). The correlation analysis further showed that the coefficient had a maximum of 0.831, which was between PVM and Creativity. Since no correlation was above the 0.85 level, the data do not indicate any cases of multicollinearity or semantic redundancy. Accordingly, these findings support the fact that every construction has an adequate level of discriminant validity (Kline, 2016).

CR values of all constructs at the within-person level exceeded the 0.70 mark. In spite of the fact that AVE values of PVM (0.44), Creativity (0.45), and PS (0.44) are less than 0.50, convergent validity is not weak, as their respective CR values are greater than 0.60 (Fornell and Larcker, 1981). These lower AVE scores are typical of diary studies, in which the error variance is frequently overstated by short-term changes in the variability of the scores daily (Geldhof et al., 2014). Besides, the maximum correlations among latent variables were 0.83 between PVM and Creativity. The fact that all the coefficients were less than the 0.85 threshold indicates that the data does not indicate multicollinearity or redundancy and, hence, has a high discriminant validity of each construct (Kline, 2016).

After testing the measurement model, the study tested the relationships between the main constructs, which are presented in Table 2. Correlation analysis showed that there is a strong and statistically significant correlation between PVM and creativity ($r = 0.78$, $p < 0.01$). This close relationship indicates that there is a high level of congruence between proactive energy management and creative output in the sample that is being observed.

Table 2
Correlation matrix

Variable	1	2	3	4
1. PVM	-			
2. MI	0.36**	-		
3. PS	0.54**	0.55**	-	
4. IC	0.78**	0.25**	0.36**	-

Additionally, a moderate association was observed between PVM and mindfulness ($r = 0.36$, $p < 0.01$), as well as PVM and PS ($r = 0.54$, $p < 0.01$). Mindfulness showed a significant correlation with creativity ($r = 0.25$, $p < 0.01$) and PS ($r = 0.55$, $p < 0.01$). These results implied a reciprocal relationship between the constructions, suggesting that mindfulness improved creativity and PS.

The results suggested that the psychological constructs examined were mutually reinforcing. Individuals showing high levels of proactive vitality were also found to report greater mindfulness, a stronger sense of PS, and enhanced creativity. These consistent associations showed the integral role of vitality, mindfulness, PS, and creativity in promoting psychological well-being and occupational performance.

Null model analysis confirmed significant variance within and between individuals for the key constructs. ICCs showed that the majority of the variance occurred at the inter-individual level for PVM (ICC = 0.70), mindfulness (ICC = 0.67), and creativity (ICC = 0.82), validating the use of multilevel analysis. Even though the ICC value for creativity was relatively high (0.82), the use of multilevel analysis remained an important methodological necessity. A large ICC value confirms the existence of strong data dependencies in a hierarchical structure, where observations at lower levels are not independent of each other. Hox (2017) argued that when this dependency is ignored using standard statistical methods, the estimation of standard errors would be biased and significantly increase the risk of Type I error.

Despite the high ICC value of 0.82 for creativity, the implementation of multilevel analysis is still an important methodological need. The elevated ICC value shows a robust data reliance within the hierarchical structure, where observations at lower levels exhibit interdependence. Neglecting these nested relationships through conventional statistical methods often leads to biased standard error estimations and significantly inflates the likelihood of Type I errors (Hox, 2002). Consequently, this study adopts a daily diary approach to accurately capture the fluid dynamics of within-individual processes. This method is essential because, as Ohly et al. (2010) suggest, many work behaviours are volatile and highly dependent on situational conditions that cross-sectional designs frequently overlook. While the variance at the daily level is typically

smaller than inter-individual differences, these fluctuations offer critical insights into how energy management strategies (EMS) influence performance in real-world settings. Furthermore, the substantial variance at Level 2 facilitates cross-level interaction testing, allowing for a deeper exploration of how stable work environment characteristics moderate daily motivational pathways.

Based on the description, this study reports the dynamics of short-term processes and daily changes in individuals (within-person process), rather than focusing on the variance. Ohly et al. (2010) stated that the daily methodology was crucial since numerous work behaviours, including creativity, exhibit variability and were significantly influenced by situational factors undetectable through cross-sectional designs. Despite the daily variance being less substantial than the differences across individuals, the changes remain practically relevant for comprehending the impact of PVM on performance in a natural work environment. Furthermore, the elevated variation at Level 2 facilitates the examination of cross-level interactions to show the effect of stable elements of the work environment on the link between daily motivation.

After substantiating a significant discrepancy with the null model, a main effects model was estimated to examine the direct paths among the constructs. At the intra-individual level, PVM significantly predicted MI ($\beta = 0.33$, $p < 0.001$) and IC ($\beta = 0.63$, $p < 0.001$). However, the pathway from MI to IC was not statistically significant ($\beta = -0.03$, $p = 0.45$). Similar patterns were observed at the inter-individual level. PVM model showed significant predictive capacity for MI ($\beta = 0.32$, $p < 0.001$) and IC ($\beta = 0.83$, $p < 0.001$), but the MI model had limited predictive capacity for IC ($\beta = -0.04$, $p = 0.43$). The complete results of the structural path testing without moderators are detailed in Table 3.

A full model to empirical testing was carried out to examine the moderating role of PS. The analysis suggested that PS strengthened the effect of PVM on mindfulness ($\beta = 0.07$, $p = 0.002$) but did not moderate the relationship between mindfulness and creativity ($\beta = 0.02$, $p = 0.348$).

Table 3
Structural path testing results - without moderators

Regression	Estimate (β)	Std. Error	z-value	p-value	Level	Remarks
MI ~ PVM	0.33	0.09	6.858	<0.001	*Within*	Significant
IC ~ MI	–0.03	0.02	–0.762	0.446	*Within*	Not significant
IC ~ PVM	0.63	0.07	9.898	<0.001	*Within*	Significant
MI ~ PVM	0.32	0.15	3.952	<0.001	*Between*	Significant
IC ~ MI	–0.04	0.04	–0.793	0.428	*Between*	Not significant
IC ~ PVM	0.83	0.10	12.296	<0.001	*Between*	Significant

Even though psychologically safe environments enhanced proactive engagement, the variables did not amplify the impact of mindfulness on creative outcomes. Table 4 summarises the findings from the moderation analysis.

The multilevel results confirmed that PVM had a strong, direct influence on creativity within and between individuals. The relationship between PVM and creativity was stronger in environments characterised by high PS. Conditional effects analysis also showed additional distinct results. The influence of PVM on mindfulness increased with higher PS (β = 0.73 to 0.82) but declined on creativity (β = 0.20 to 0.07), suggesting negative moderation. A possible explanation was that high PS reduced the situational demands, activating creativity through mindfulness. This interaction is visually represented in the conditional direct effect plot in Figure 1.

The conditional indirect effect of PVM on creativity through mindfulness was marginally significant at low levels of PS (β = 0.15, p = 0.051), but not significant at higher levels.

Table 4
Moderation test result

Interaction Pathway	β	SE	p-value	Remarks
PVM → MI	0.25	0.13	< 0.001	Significant
PS → MI	-0.30	0.21	0.001	Negative significant
PVM × PS → MI	**0.07**	0.02	**0.002**	**Accepted**
MI → IC	-0.09	0.07	0.485	Not Significant
PS → IC	0.12	0.11	0.156	Not Significant
MI × PS → IC	**0.02**	0.01	**0.348**	**Not Accepted**
PVM → IC	0.57	0.08	< 0.001	Significant

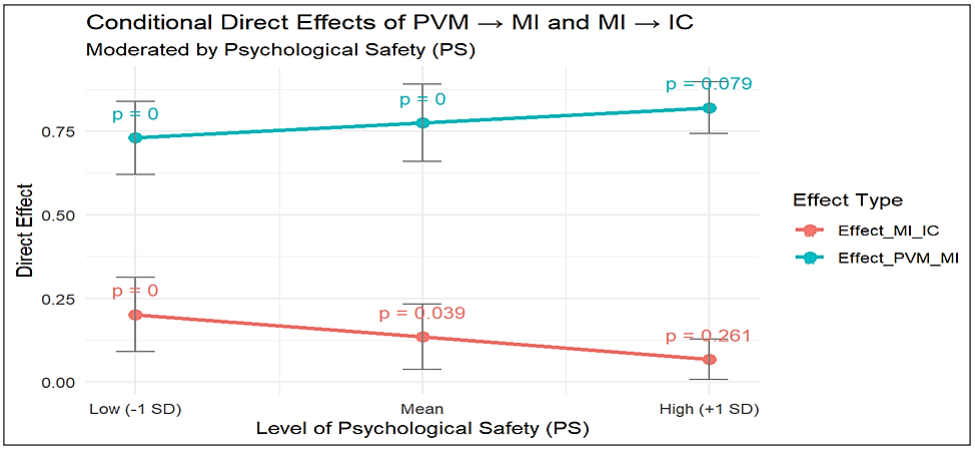

Figure 1. Conditional direct effect plot

These results suggested that mindfulness was more effective as a mediator in less secure settings. Even though PS promots vitality and awareness, the variable may reduce the creative benefits of mindfulness under certain conditions. Figure 2 illustrates the conditional indirect effect of PVM on creativity through mindfulness across different levels of PS.

Johnson-Neyman (JN) was applied to explore the moderating effects beyond conventional point-selection methods. This method was used to identify specific ranges of PS values, where the relationship between mindfulness and creativity remained statistically significant, providing a more precise image of the conditional boundaries of the moderating variables. JN was used to investigate moderation effects beyond the traditional pick-a-point method. This identified certain ranges of PS values where the association between mindfulness and creativity was statistically significant, showing the conditional boundaries of the moderator variable with greater precision. JN analysis reported a broad region of significance, even though the global interaction test showed marginal results. The results show that the positive effect of mindfulness on daily creativity is significant in the range of PS scores between 1.64 and 5.57 (Figure 3). Since the observed data range is 2.40 to 6.00, the driving effect of mindfulness works effectively across approximately 88.6% of the spectrum of employee experience and only loses significance at very extreme levels of PS (scores > 5.57).

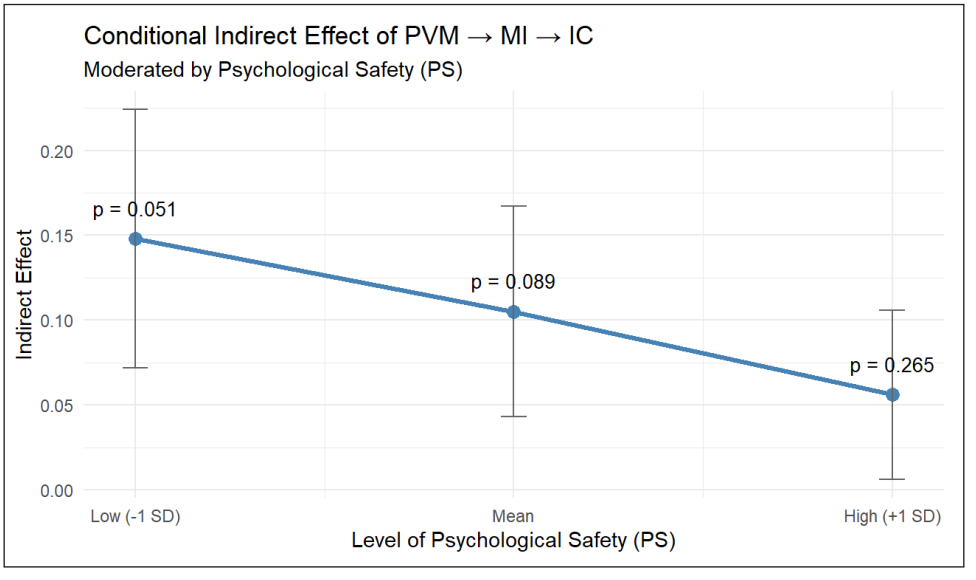

Figure 2. Conditional indirect effect plot

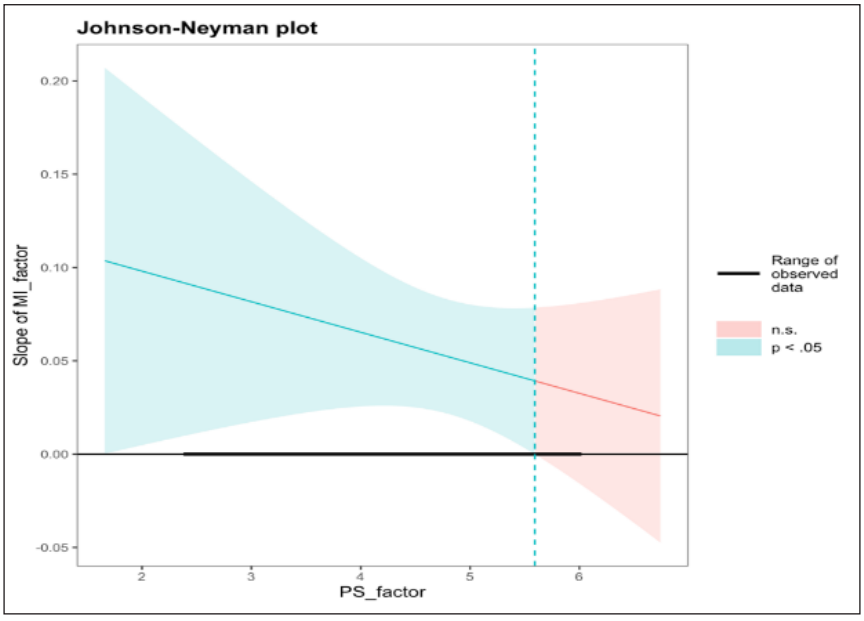

Figure 3. Johnson-Neyman plot

RESULTS AND DISCUSSION

Multilevel SEM (MSEM) analysis confirms that PVM is a robust predictor of employee creativity at the within-person (β = 0.63, p < .001) and between-person levels (β = 0.83, p < .001), providing strong support for Hypothesis 1. This is consistent with PMT, suggesting that the management of energy proactively fuels the "energised-to-do" pathway necessary for innovative output. PVM significantly predicted mindfulness (H2 supported; β within = 0.33, p < .001), confirming that energy regulation is a foundational requirement for maintaining present-moment awareness. However, the pathway from mindfulness to creativity was not statistically significant at the intra-individual (β = -0.03, p = .45) or inter-individual level (β = -0.04, p = .43), leading to the conclusion that Hypothesis 3 was not supported. The mediation pathway proposed in Hypothesis 4 was also not supported. In the high-velocity Indonesian creative sectors such as IT and Digital Marketing, the "slowing down" or non-judgmental awareness typical of mindfulness conflicts with the rapid-fire decision-making and divergent thinking cycles required for daily "prescribed creativity".

The insignificant relationship between mindfulness and creativity is considered to result from the application of a broad MAAS scale. According to Lippelt et al. (2014), failure to achieve results often comes from a lack of differentiation between dissociative and divergent mindfulness processes. Divergent creativity requires Open Monitoring conditions that reduce top-down control to allow for ideational flexibility. This dimension is not specifically

mapped by the MAAS, which focuses more on general mindfulness over time. The lack of significance in the relationship between mindfulness and creativity is attributable to the utilisation of the broad MAAS scale. Lippelt et al. (2014) stated that the inadequacy of results frequently arose from an insufficient distinction between dissociative mindfulness activities. Divergent creativity necessitates Open Monitoring settings that decrease top-down control, facilitating idea flexibility. This facet is not explicitly addressed by MAAS, which primarily emphasises moment-to-moment awareness.

As to the boundary conditions, Hypothesis 5 was supported because PS had a significant positive impact on the relationship between PVM and mindfulness ($\beta = 0.074$, $p = 0.00$). This demonstrates that when there is a safe interpersonal environment, then the employees are capable of more easily converting energy under management into cognitive awareness. On the other hand, Hypothesis 6 was rejected because PS did not mediate the mindfulness-creativity relationship ($\beta = 0.025$, $p = .348$).

One of the key results of the conditional effects analysis was the existence of a specific phenomenon of too much of a good thing. Although psychological safety plays a beneficial role in creating awareness, it moderates the direct relationship between PVM and creativity negatively, and the effect size is reduced to 0.07 to 0.20. In a collectivist environment like the one in Indonesia, over-interpersonal security seems to support the development of creative complacency since employees would value social peace more than the turbulent character of new ideas (Gelfand et al., 2011; Pierce & Aguinis, 2013). This implies that managed vitality is to be transformed into radical innovation with some sort of productive tension or situational urgency (Pearsall & Ellis, 2011), which may also be unintentionally defused in areas that seem to be too secure (Gong et al., 2012).

Further analysis with the help of Johnson Neyman gave more effective results, although hypothesis 6 was not proved with the help of the global interaction test ($p = 0.35$). Mindfulness was also a strong predictor of creativity when PS levels were within the low to high range (1.64 - 5.57). Employees in places where there is no interpersonal safety are willing to use the internal resources to sustain creative performance. The role of mindfulness just reduces when PS is extreme, and the environment's support replaces that of motivational creativity.

Although the global interaction test of Hypothesis 6 was not significant ($p = .35$), a more detailed analysis through Johnson-Neyman (JN) reveals a less obvious relationship. Mindfulness is also a significant predictor of creativity in each PS range of 1.64 to 5.57, indicating that under less secure conditions of interpersonal relationships, employees turn to internal resources in order to maintain their creative output. Nevertheless, the importance of mindfulness may decline in proportion to the high levels of PS, where it seems that excessive environmental aid dominates

personal mental activities. All these findings are pointing to one conclusion that PS is not linear, but there is an optimal threshold beyond which the feeling of safety can unwillingly suppress the need to innovate. This duality of PS creates the emphasis of a multifaceted phenomenon in the Indonesian workforce, where the high degree of safety may not provide the productive contradiction needed to create the innovation. These results are consistent with the theory of cultural rigidity, which suggests that excessive security may weaken the proactive relationship between vitality and radical creativity, which may exist in some cultural backgrounds (Gelfand et al., 2011).

Too much psychological safety may work against the intent to encourage group cohesion at the cost of the so-called deviant behaviours required to facilitate radical innovation in societies with high social standards, such as Indonesia. This is in line with the information exchange perspective, which argues that although high PS can enhance creative satisfaction, it does not provide constructive pressure to make disruptive ideas dominant over interpersonal stability (Gong et al., 2012). These data suggest that PS does not directly and linearly influence creativity, but instead, there is an optimal level where excessive security begins to suppress individual initiative.

This complexity also adds to the fact that PS did not mediate the connection between mindfulness and creativity (H6) because mindful awareness must be accompanied by a sense of urgency in order to turn into creative output. Moreover, the fact that the direct connection between PVM and creativity is negatively moderated is an indication of the cultural tightness hypothesis by Gelfand et al. (2011). The extreme security in the Indonesian setting can work as a driver of conformity in effect nullifying the proactive energy needed to confront the status quo and bring radical change. According to the information exchange perspective (Gong et al., 2012), high PS can result in creative passivity due to the lack of productive pressure because people prefer interpersonal stability to disruptive innovations.

CONCLUSION

In conclusion, PVM is an important factor that consistently drives employee creativity within the Indonesian creative industry. The ability to proactively manage energy is essential for sustaining daily innovative performance and enhancing levels of mindfulness during work. However, increased mindfulness does not automatically translate into creative outcomes within the context of high-velocity industries characterised by rapid decision-making and repetitive creative cycles. The role of mindfulness as a mediating mechanism between energy management and creativity was not supported. This study shows a complex role for PS as a boundary condition. A secure interpersonal environment strengthened the translation of managed energy into higher cognitive awareness and simultaneously exhibited a weakening effect on the direct relationship

between vitality and creativity. These results suggest a 'too-much-of-a-good-thing' effect, where excessive levels of PS in a collectivist work environment led to creative complacency. The condition implies that overabundant safety decreases the productive tension required to drive disruptive innovation. The hypothesis predicting that PS would strengthen the link between mindfulness and creativity was not supported.

Theoretical Implication

This study extends the framework of PMT (Parker et al., 2010) by focusing on the role of the “energised-to” pathway in predicting creative outcomes through PVM. Even though previous studies have predominantly focused on the “can do” and “reason to” components of proactive behaviour, the present results report the importance of energy regulation as a central mechanism for sustaining proactive functioning within dynamic and unpredictable work environments. A more distinct understanding of motivational asymmetry is offered within PMT framework by showing that PVM significantly predicts creativity in the absence of mindfulness as a mediating variable. Therefore, the energised-to pathway can operate independently and have a significant impact. The non-significant relationship between mindfulness and creativity challenges the assumption that mindful awareness is a universal facilitator of innovation. This suggests that the impact of self-regulation is task-contingent. In rapid-cycle creative sectors, such as IT and Design, the deliberative nature of mindfulness may conflict with the need for divergent spontaneity. This study advances the understanding of boundary conditions by identifying a "too-much-of-a-good-thing" (TMGT) effect regarding PS (Pierce & Aguinis, 2013). A better perspective is offered on the interaction of contextual affordances with internal motivation since excessive safety can weaken the relationship between vitality and creativity. In collectivist cultures, such as Indonesia, proactive processes are enabled by a safe climate and are sensitive to the level of "productive tension" within the work ecosystem.

Practical Implication

Critical guidance is provided to organisations that work in the high-velocity creative economy in a pragmatic way. To begin with, since PVM is intended to be a more timely and consistent source of innovation than mindfulness, energy-based interventions should be prioritised above generic mindfulness training by businesses. It is possible to establish micro-recovery processes that would assist organisations to transition to frameworks that facilitate autonomy. Through the introduction of flexible work hours and specific breaks, employees can be able to systematically replenish the cognitive resources required to support long-term creative output. In addition, developmental programmes should enable professionals in jobs that require idea intensity to strategically devote energy to deep-focus activities. In learning these techniques in energy management,

workers will be able to sustain the increased vigilance required in driving disruptive innovation without falling into the traps that come with cognitive exhaustion.

The identified too-much-of-a-good-thing effect makes managers negotiate a Safety Paradox. Although interpersonal security is important, an excess of it leads to a comfort zone that kills creativity, particularly in the Indonesian workplace, where collectivism leads to a lack of productive tension. Instead of the mindset of more is better, leaders are advised to balance between the psychological safety and a productive challenge. To sustain long-term innovation, organisations have to strike a balance between high levels of support and definite performance requirements, as well as a sense of creative urgency.

Psychological safety can be used together with active team learning (such as open communication about mistakes and constant feedback) to reduce the impact of the too-much-of-a-good-thing effect (Kim et al., 2020). These actions contribute to the creation of the required productive tension of turning controlled energy into dramatic, creative outcomes. By maintaining such a balance, organisations can ensure that an environment of high-impact innovation and not complacency is created.

Limitations and Recommendations

This research has a number of limitations despite its contribution. First, the five-day diary design is an effective method of capturing short-term variations but could miss longer-term motivational variations and the development of proactivity fatigue. Second, although procedural safeguards are used, the use of self-reports is still a limitation, especially in the area of creativity, where social desirability or self-perception bias may affect results.

Third, the MAAS was a single measure and, therefore, it may not have been able to achieve a fine level of cognitive dynamics. The MAAS is mainly used to measure moment-to-moment awareness related to Focused Attention (FA), but divergent creativity is better addressed by Open Monitoring (OM), which enables attentional flexibility (Colzato et al., 2012). This insignificance is probably the reason why the mediating effect of mindfulness in this study is not significant.

Fourth, even though the majority of respondents had hybrid work experience, the lack of subgroup analyses based on work location fails to reveal how such factors as professional isolation or work-family boundaries may have a specific effect on energy management (Allen et al., 2015). Fifth, ICC values greater than 70 percent suggest that the stability of inter-individual or inter-organisational factors takes preeminence over creativity and PVM in spite of the existence of significant daily variability. Lastly, this research lacks the element of experimentalism, which would have allowed for determining causal absoluteness. Although PMT provides a solid theoretical framework, the possibility of mutual effects is the source of longitudinal research in the future.

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