

# “Work dynamics in retail industry: Impact of work intensification, high-performance work systems, and emotional exhaustion”

<b>AUTHORS</b>	William Widjaja  Devi Rahnjen Wijayadne Michael Michael
<b>ARTICLE INFO</b>	William Widjaja, Devi Rahnjen Wijayadne and Michael Michael (2024). Work dynamics in retail industry: Impact of work intensification, high-performance work systems, and emotional exhaustion. <i>Problems and Perspectives in Management</i> , 22(3), 370-384. doi: <a href="https://doi.org/10.21511/ppm.22(3).2024.29">10.21511/ppm.22(3).2024.29</a>
<b>DOI</b>	<a href="http://dx.doi.org/10.21511/ppm.22(3).2024.29">http://dx.doi.org/10.21511/ppm.22(3).2024.29</a>
<b>RELEASED ON</b>	Monday, 02 September 2024
<b>RECEIVED ON</b>	Monday, 22 April 2024
<b>ACCEPTED ON</b>	Tuesday, 18 June 2024
<b>LICENSE</b>	 This work is licensed under a <a href="https://creativecommons.org/licenses/by/4.0/">Creative Commons Attribution 4.0 International License</a>
<b>JOURNAL</b>	"Problems and Perspectives in Management"
<b>ISSN PRINT</b>	1727-7051
<b>ISSN ONLINE</b>	1810-5467
<b>PUBLISHER</b>	LLC “Consulting Publishing Company “Business Perspectives”
<b>FOUNDER</b>	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

61



NUMBER OF FIGURES

2



NUMBER OF TABLES

7

© The author(s) 2024. This publication is an open access article.



## BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"  
Hryhorii Skovoroda lane, 10,  
Sumy, 40022, Ukraine  
[www.businessperspectives.org](http://www.businessperspectives.org)

**Received on:** 22<sup>nd</sup> of April, 2024  
**Accepted on:** 18<sup>th</sup> of June, 2024  
**Published on:** 2<sup>nd</sup> of September, 2024

© William Widjaja, Devi Rahnjen  
Wijayadne, Michael Michael, 2024

William Widjaja, Doctor of Human  
Resource Management, Dean of  
the School of Management and  
Humanities, Department of Retail  
Management, Pradita University,  
Indonesia. (Corresponding author)

Devi Rahnjen Wijayadne, Master  
of Management Science, Lecturer,  
Department of International Business  
Management, Faculty of Management  
and Humanities, Ciputra Surabaya  
University, Indonesia.

Michael Michael, Master of  
Accounting, Lecturer, Department of  
Accounting, School of Management  
and Humanities, Pradita University,  
Indonesia.



This is an Open Access article,  
distributed under the terms of the  
[Creative Commons Attribution 4.0  
International license](https://creativecommons.org/licenses/by/4.0/), which permits  
unrestricted re-use, distribution, and  
reproduction in any medium, provided  
the original work is properly cited.

**Conflict of interest statement:**  
Author(s) reported no conflict of interest

William Widjaja (Indonesia), Devi Rahnjen Wijayadne (Indonesia),  
Michael Michael (Indonesia)

# WORK DYNAMICS IN RETAIL INDUSTRY: IMPACT OF WORK INTENSIFICATION, HIGH- PERFORMANCE WORK SYSTEMS, AND EMOTIONAL EXHAUSTION

## Abstract

The retail industry has complex and demanding work dynamics. In this context, a deep understanding of the factors that influence employee performance is highly relevant to managing retail companies. This study examines the interrelationships among work intensification, high-performance work systems (HPWS), emotional exhaustion, employee creativity, and employee performance within the retail industry. This study used a survey approach with a quantitative methodology; data were gathered through questionnaire distribution to 235 retail employees across Jakarta, Indonesia, utilizing non-probability convenience sampling. Analysis was conducted using partial least squares-structural equation modeling (PLS-SEM) via the SmartPLS version 3.3.3 tool. Results revealed that work intensification significantly and positively influences HPWS and emotional exhaustion ( $p < 0.05$ ). While HPWS exhibited no significant impact on employee creativity, emotional exhaustion had a significant and negative effect ( $p > 0.05$ ). Furthermore, employee creativity demonstrated a significant positive effect on employee performance ( $p < 0.05$ ). It was a significant mediator between emotional exhaustion and employee performance, though not between HPWS and employee performance ( $p < 0.05$ ). The study underscores the intricate dynamics within the retail work environment, highlighting the intertwined roles of HPWS, emotional exhaustion, and employee creativity. Practical implications emphasize the necessity for effective management strategies to navigate work intensification and emotional exhaustion, ultimately enhancing employee performance. Notably, this paper offers a comprehensive analysis of factors shaping employee performance in the retail sector, emphasizing the pivotal significance of HPWS, emotional exhaustion, and employee creativity as interconnected components.

## Keywords

emotional exhaustion, employee creativity, employee performance, high-performance work system, work intensification

## JEL Classification

L81, D23, M14

## INTRODUCTION

Employee performance is significant in determining the overall performance of a company, especially in the retail industry. High-performing employees contribute to a retail company's success. They are more likely to provide excellent customer service, hit targets, and achieve sales goals. In addition, their productivity and efficiency in completing tasks and responsibilities can directly affect the company's operational effectiveness. Therefore, good employee performance in retail companies is essential to achieve organizational goals and maintain a competitive advantage in the market.

Employee creativity can improve employee performance in the retail industry. However, some studies question the relationship between employee creativity and employee performance. In addition, research

results on the relationship between employee burnout and creativity also remain mixed, with some studies finding a negative relationship and others finding a positive relationship. Similarly, implementing high-performance work systems (HPWS) within companies can enhance employee creativity, but its effectiveness may vary depending on the context and industry characteristics.

Furthermore, creating a good work system for the company through the HR function is essential to stimulate employee creativity. Job design can be an intermediary between high-performance work systems (HPWS) and employee creativity by allowing workers to utilize their skills and adapt to consumer needs and global changes. Implementing HPWS techniques, such as providing autonomy to workers and enhancing their problem-solving skills, can increase their capacity to generate innovative solutions. However, previous research has also produced conflicting results.

Work intensification refers to increased workload and pressure on employees to meet higher productivity demands. It can increase productivity and efficiency as employees are motivated to work harder and meet deadlines. However, work intensification can also negatively impact employees by increasing stress and emotional exhaustion. The relationship between work intensification and high-performance work systems is also debatable. Nonetheless, research shows that HPWS can mitigate the negative effects of work intensification on employees.

---

## 1. LITERATURE REVIEW AND HYPOTHESES

In the retail industry in Indonesia, employee performance is a crucial factor that contributes to the overall success of the company (Prasetya et al., 2019). Retail organizations rely heavily on their employees to deliver a positive customer experience, maintain efficient operations, and drive profitability (Lusitawati et al., 2023). One of the primary reasons why employee performance is essential for retail companies in Indonesia is the direct impact it has on customer satisfaction. Retail employees are often the frontline representatives of the company, responsible for assisting customers, handling inquiries, and ensuring a seamless shopping experience (Gómez et al., 2004; Islam et al., 2015). Employees with strong performance, characterized by their knowledge, problem-solving skills, and customer service orientation, can significantly enhance customer satisfaction and loyalty, leading to increased sales and brand reputation (Tanjung & Wahdiniwaty, 2020).

Retail employee performance in Indonesia can be defined as the extent to which employees can complete their duties and responsibilities in a retail business environment (Martini et al., 2023). Employee performance can be measured through several dimensions. First, task performance is work quality, work planning and organization,

result orientation, priority, and work efficiency. Second, the contextual performance-interpersonal dimension includes taking the initiative, receiving and learning from feedback, cooperating with others, and communicating effectively. Third, the contextual performance-organizational dimension shows responsibility for duties and organizational responsibilities, oriented to the needs and satisfaction of customers or other stakeholders, innovating and contributing to creative solutions to organizational problems, and taking on challenging and risky work tasks for the betterment of the organization. Fourth, adaptive performance shows the ability of individuals to adapt to change, such as flexibility, innovation, and learning ability (Koopmans et al., 2014; Widjaja et al., 2023).

Work intensification refers to increased work demands and workload placed on employees (Bunner et al., 2018). Work intensification requires employees to work faster and accomplish more tasks quickly. This increased pace and productivity can lead to improved efficiency in the overall operations of the retail organization (Murphy et al., 2018). The increased workload and demands on employees due to work intensification can lead to a greater focus on providing excellent customer service (Imran & Al-Ansi, 2019). Employees may be more attentive, responsive, and efficient in serving customers, resulting in higher customer satisfaction ratings.

Employees facing higher work demands can create a sense of urgency and purpose. They may feel more engaged and motivated to perform at their best, leading to increased productivity and performance (Tregaskis et al., 2013). The increased workload and demands associated with work intensification can push employees to excel in their tasks. As a result, they may develop new skills and strategies to work more efficiently, leading to improved performance and increased productivity (Singh et al., 2020). Work intensification may require employees to adapt quickly to changing situations and be flexible in their approach to work. This can improve their ability to handle different tasks and responsibilities, making them more versatile and adaptable in the workplace (Yang et al., 2021). Indicators of work intensification can include the number of hours worked by individuals. If an individual works more than a reasonable number of hours, this can be a sign of work intensification. Second, there is a level of job demands placed on the individual. If individuals feel that they are constantly given heavy and difficult tasks, this can be a sign of work intensification (Boxall & Macky, 2014).

High-performance work systems have become a topic of interest in the retail industry due to their potential influence on employee creativity (Li et al., 2021). High-performance work systems are a set of human resource practices that improve organizational performance (Martínez-del-Río et al., 2012). The implementation of HPWS in the retail industry is believed to impact employee creativity significantly (Murphy et al., 2018). HPWSs positively affect employee creativity in the retail industry (Ismail et al., 2021; Tang et al., 2017). Huang et al. (2018) targeted a nationwide population and showed strong evidence supporting a favorable correlation between high-performance work system (HPWS) practices and attitudinal variables like job satisfaction, faith in management, and organizational commitment. Employees who are content with their work environment and intensely dedicated to the organization will likely demonstrate innovation.

Considering Chinese companies, HPWS positively relates to employees' job crafting, a form of workplace creativity. HPWS positively influences employees' autonomous motivation, affect-

ing job crafting (H. Li et al., 2017). Employees' autonomous motivation mediates the positive relationship between HPWS and their job crafting. Moreover, the relationship between employees' autonomous motivation and job crafting is moderated by initiative climate. This means that an initiative climate, where employees are encouraged to take initiative and be proactive in their work, strengthens the positive relationship between autonomous motivation and employee creativity.

HPWS can be measured by several indicators. Training includes training programs provided by the organization to improve employee skills and knowledge in order to improve their performance. Information includes the extent to which the organization provides clear and relevant information to employees regarding the organization's overall goals, strategies, and performance. Participation covers the extent to which employees are involved in making decisions that affect their work, such as through participatory mechanisms such as work teams or discussion groups. The fourth indicator covers the extent to which employees have the freedom and authority to organize the way they do their jobs, including the level of control they have over their tasks (Balluerka et al., 2020).

Employees in the retail industry often face long working hours, high levels of stress, and pressure to meet sales targets and customer demands. This can lead to physical and mental exhaustion as employees struggle to cope with the overwhelming workload and the constant pressure to perform. Emotional exhaustion refers to being emotionally drained and depleted due to work-related stress and demands (Gong et al., 2021). This exhaustion can harm employee well-being, job satisfaction, and overall performance (Henly & Lambert, 2014).

Emotional exhaustion can decrease employee motivation and engagement (Amabile et al., 2005). When employees are emotionally exhausted, they may experience feelings of fatigue, burnout, and detachment from their work. As a result, their enthusiasm and passion for generating new ideas and finding innovative solutions diminishes (Chen et al., 2019). Secondly, emotional exhaustion can impair cognitive functioning and decision-making abilities. When employees are emotionally exhausted, their mental resources become depleted,

making it difficult to think creatively and make effective decisions (Geng et al., 2018). This can negatively affect their ability to come up with fresh ideas, think outside the box, and solve complex problems, which are critical aspects of employee creativity.

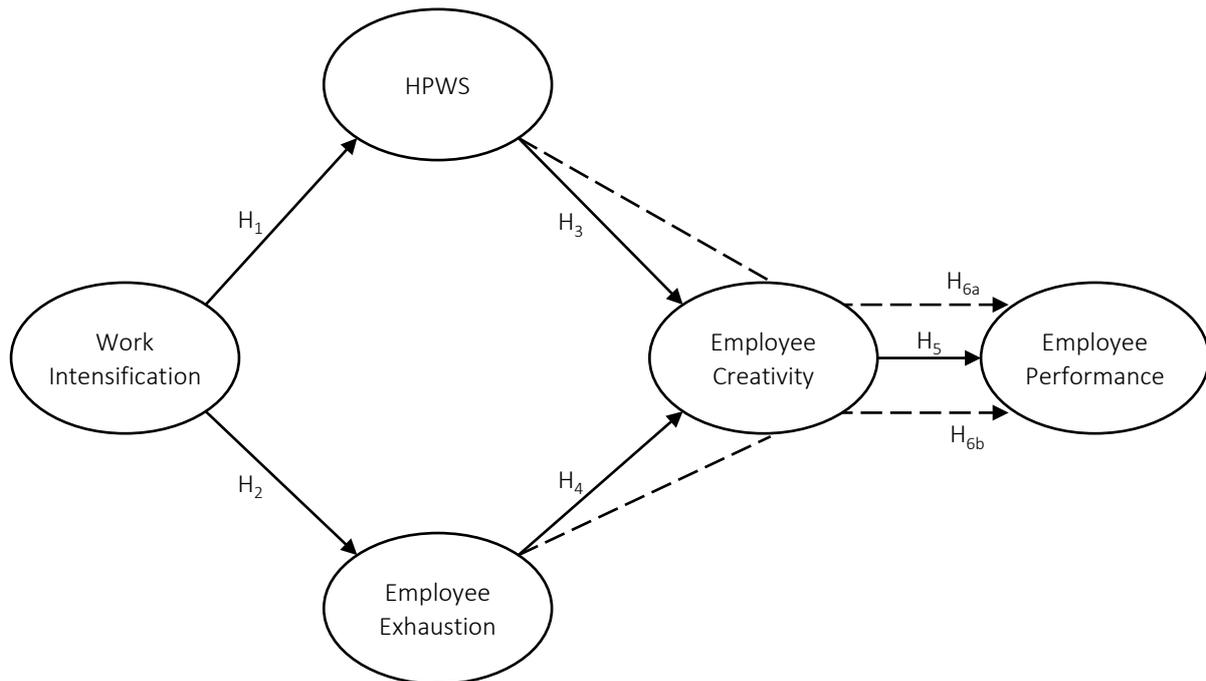
Furthermore, emotional exhaustion can also hinder information processing and knowledge acquisition. When employees are emotionally exhausted, their ability to absorb new information and learn from their experiences is compromised (Mulki et al., 2006). This can limit their exposure to new perspectives, ideas, and trends essential for fostering creativity in the retail industry. Moreover, emotional exhaustion can also lead to decreased employee collaboration and communication. When emotionally exhausted, employees may withdraw socially and become less inclined to engage in teamwork or share their ideas with others (Sun et al., 2019). This lack of collaboration and communication can hinder the exchange of diverse viewpoints and limit the collective creativity within the organization. One of the dimensions of burnout refers to feelings of exhaustion, energy depletion, and excessive emotional exhaustion due to persistent job demands. It reflects the feeling of being emotionally and psychologically drained by heavy workloads and sustained pressure. In the context of burnout measurement instruments, such as the Maslach Burnout Inventory (MBI) or the Oldenburg Burnout Inventory (OLBI), the emotional exhaustion indicator is often measured through questions or statements that highlight feelings of excessive emotional exhaustion, such as feeling drained and feeling unable to emotionally cope with job demands.

Employee creativity is a crucial factor that can significantly influence employee performance in the retail industry. Creativity refers to the ability of individuals to generate new and innovative ideas, products, and solutions (R. Jain & C. Jain, 2016). Employees' creative performance can positively affect various aspects of the retail industry, including operations, procedures, products, and services (Guo, 2021). When employees in the retail industry are encouraged to think outside the box and develop new ideas, they can improve the effectiveness of organizational processes and strategies (Li & Sandino, 2018). This can increase efficiency,

productivity, and customer satisfaction in the retail industry.

Furthermore, employee creativity can also contribute to developing and improving products and services offered by retail companies. By embracing creativity, retail employees can develop innovative solutions to meet customers' unique needs and preferences. This can result in the creation of new products, improved customer experiences, and ultimately, increased sales and profitability for the retail organization (Khan & Mohiya, 2020; Li & Sandino, 2018). Moreover, employee creativity can also enhance the overall competitiveness of retail companies in the market (Kremer et al., 2019). By fostering a creative work environment and providing employees with the necessary resources and support, retail organizations can unleash the full potential of their workforce and encourage them to continuously improve and innovate (Olsson et al., 2019). Creative idea generation refers to individuals who exhibit creativity behavior will be able to generate new and innovative ideas in solving problems or creating something new. Employee creativity can be measured by the ability to think flexibly, consider various points of view, and look for unconventional solutions. The second indicator is being open to new experiences and different ideas and taking risks in trying new things. The third indicator is being able to connect different concepts and see patterns or relationships that are not visible to others. The fourth indicator is a willingness to experiment, try new things, and be not afraid to fail in the process of creating something new (Demerouti et al., 2003).

Creating a work environment that offers complex job assignments, supportive and non-controlling supervision, and competitive coworkers can maximize employee creativity in the retail industry. This means that when employees are given challenging tasks, a supportive and non-controlling atmosphere, and the opportunity to work alongside talented colleagues, they are more likely to tap into their creative potential and deliver high-performance results (Song et al., 2019). Overall, employee creativity significantly affects employee performance in the retail industry. It improves operational efficiency, product development, customer satisfaction, and overall competitiveness in the market.



**Figure 1.** Research model

Furthermore, the study suggests that employee creativity mediates the relationship between high-performance work systems and emotional exhaustion (Ma et al., 2021). In this context, when high-performance work systems are in place, employees are more likely to feel supported and empowered to be creative. As a result, they experience lower levels of emotional exhaustion, which positively influences their overall performance (Li et al., 2021). Employees encouraged to be creative within a high-performance work system tend to perform better and experience less emotional exhaustion (Tang et al., 2017). Job design and high-performance work systems can positively influence employee performance and emotional exhaustion through the mediating effect of employee creativity. Sun and Mamman (2022) highlight the importance of employee satisfaction and well-being in enhancing creative performance and reducing emotional exhaustion. Organizations should arrange technical training to improve employees' skills and knowledge and provide motivational training to increase employee morale and prevent burnout, which can lead to emotional exhaustion (Geng et al., 2018).

This study analyzes the effect of work intensification on high-performance work systems and employee exhaustion and how both of them affect employee performance mediated by employee cre-

ativity, specifically in the retail industry in Jakarta, Indonesia. This study aims to discover specific areas in which variables enhance employee performance through a comprehensive understanding of the interrelationships among these variables (Figure 1). The hypotheses proposed are as follows:

- $H_1$ : *Work intensification has a significant positive effect on high-performance work systems.*
- $H_2$ : *Work intensification has a significant positive effect on emotional exhaustion.*
- $H_3$ : *High-performance work systems have a significant positive effect on employee creativity.*
- $H_4$ : *Emotional exhaustion has a significant negative effect on employee creativity.*
- $H_5$ : *Employee creativity has a significant positive effect on employee performance.*
- $H_{6a}$ : *Employee creativity significantly mediates the effect of high-performance work systems on employee performance.*
- $H_{6b}$ : *Employee creativity significantly mediates the effect of emotional exhaustion on employee performance.*

## 2. METHOD

This is a survey research with a quantitative approach. The survey was conducted on 235 employees in various retail industries across Jakarta, which met the minimum requirement of structural equation modeling (SEM) of 100-300 samples (Hair et al., 2017). The non-probability sampling was used with the purposive sampling method. Table 1 and Table A1 (Appendix A) shows the indicators and variable measurement items.

The questionnaire distribution began with the preparation of the questionnaire, which involved adapting the research variable indicators from previous studies. The next step was to identify respondents who fit the inclusion criteria, namely employees working in the retail industry in the city of Jakarta, Indonesia. Then, the questionnaire was distributed to respondents through contact with management or representatives of retail companies to obtain permission and access to employees. Instructions for filling out the questionnaire were given to the respondents, and a deadline for returning the questionnaire was set. After data collection, the next step was to conduct analysis using SmartPLS statistical software, including outer and inner model analysis.

Outer model analysis consists of convergent, discriminant, and reliability validity tests, which are used to test the accuracy and consistency of measurement instruments. Inner model analysis consisting of goodness-of-fit,  $R^2$ ,  $f^2$ , and  $Q^2$  was con-

ducted to test the accuracy of this research model. Direct and indirect effect tests were also carried out to test alternative hypotheses.

## 3. RESULTS

Table 2 illustrates the distribution of retail workers in a specific location or organization, categorized by gender, age, type of retail, employment status, and length of employment. Women constitute 51% of the retail workforce, while men make up 49%. Age-wise, the largest group is 26-30 years old, representing 31% of the workforce, followed by the 18-22 age group at 24% and the 22-26 age group at 20%. Workers over 30 years old account for 26% of the workforce. In terms of retail type, fashion stores employ the most workers at 36%, with department stores and convenience stores employing 34% and 30% of the workforce, respectively. Regarding employment status, permanent workers make up 51% of the workforce, with contract workers comprising 49%. Length of employment data show that 34% of workers have been employed for less than a year, while 33% have been employed for both 1-3 years and over 3 years.

Figure 2 shows the results of the convergent and discriminant validity tests. The results show that all loading factor values on the work intensification, HPWS, emotional exhaustion, employee creativity, and employee performance variables are more significant than 0.70. Thus, all indicators have met the requirements and can proceed to the second convergent validity test, namely

**Table 1.** Measurement

Latent Variable	Indicators	Item	Source
Work intensification	Role overload	10	(Boxall & Macky, 2014)
	Time demands		
HPWS	TIPA scale:	11	(Balluerka et al., 2020)
	Training		
	Information		
	Participation		
Employee exhaustion	Oldenburg Burnout Inventory	11	(Demerouti et al., 2003)
	Maslach Burnout Inventory – General Survey		
Employee creativity	Creativity behavior	9	(Tierney et al., 1999)
Employee performance	Task Performance	19	(Koopmans et al., 2014; Widjaja et al., 2023)
	Contextual Performance – Interpersonal		
	Contextual Performance – Organizational		
	Adaptive Performance		

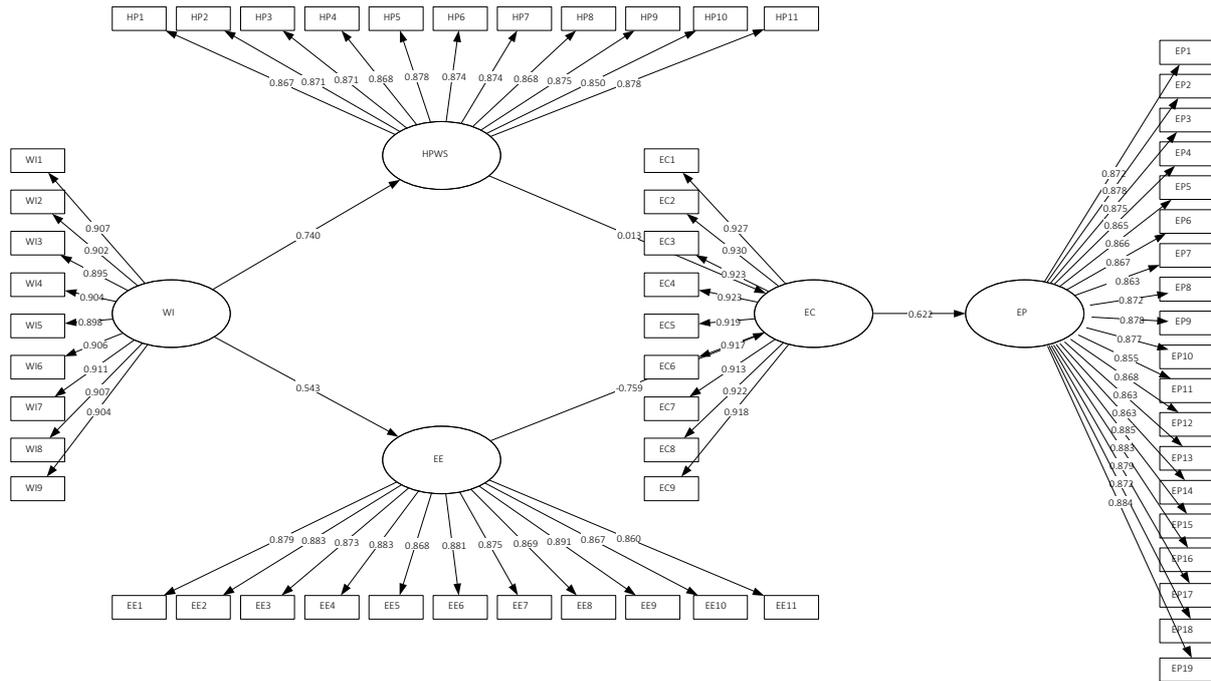


Figure 2. Full model

testing the average variance extracted (AVE) value. The minimum requirement for the AVE value of each good variable is more significant than 0.5 (Hair et al., 2017).

Table 2. Demographics of respondent

Demographics		Total	Percentage
Gender	Male	114	49%
	Female	121	51%
Age	18-22	56	24%
	22-26	46	20%
	26-30	73	31%
	Above 30	60	26%
Type of Retail	Fashion	84	36%
	Dep. Store	81	34%
	Convenience Store	70	30%
Status	Permanent	121	51%
	Contract	114	49%
Length of Employment	Less than 1 year	79	34%
	1-3 years	78	33%
	Above 3 years	78	33%

Table 3. Validity test

Variables	AVE	Cross Loading	
		Min	Max
Work intensification	0.817	0.843	0.884
HPWS	0.758	0.882	0.905
Emotional exhaustion	0.766	0.832	0.879
Employee creativity	0.849	0.894	0.928
Employee performance	0.762	0.843	0.884

Table 3 shows that the average variance extracted in each variable has a value greater than 0.5. Thus, it has met the requirements of the convergent validity test and can be continued in the discriminant validity test. The discriminant validity test can be measured by comparing the value of cross loading where the value between one variable and the indicator must be greater than the value of other variables with the indicator.

Table 4. Reliability test

Variables	Cronbach's Alpha	Composite Reliability
Work intensification	0.972	0.976
HPWS	0.968	0.972
Emotional exhaustion	0.969	0.973
Employee creativity	0.978	0.981
Employee performance	0.983	0.984

The reliability test tests the instrument's consistency in measuring latent variables. An instrument is reliable if it meets two conditions: Cronbach's alpha value and composite reliability greater than 0.7 (Hair et al., 2017). Table 4 shows that all variables have Cronbach's alpha and composite reliability values greater than 0.7, which means the instrument can be reliable. The outer model test series has been completed and can be continued by conducting an inner model test.

**Table 5.** Inner model

Variables	R Square Adjusted	Relationship
Employee performance	0.384	Weak
Employee creativity	0.561	Moderate
Emotional exhaustion	0.291	Weak
HPWS	0.545	Moderate
SRMR	0.063	

Table 5 explains that employee creativity has a weak contribution to employee performance, which is 38.4%, and the rest is explained by other variables not examined in this study. Furthermore, HPWS and employee exhaustion contribute moderately to employee creativity, which is 56.1%. Additionally, work intensification makes a weak and moderate contribution to HPWS and emotional exhaustion, with adjusted  $R^2$  values of 29.1% and 54.5%, respectively.

Next, the study tested a standardized root mean square residual (SRMR) test. Hair et al. (2017) state that a good model has an SRMR value smaller than 0.08 or less than 0.1. Table 5 shows that the estimated model value is 0.063, smaller than 0.08, meaning that the model meets the goodness of fit requirements in the SEM-PLS model.

Table 6 shows that for the first hypothesis ( $H_1$ ), the original sample value is 0.740 with a significance value smaller than 0.5, which means that the first hypothesis is accepted. For the second hypothesis ( $H_2$ ), the original sample value is 0.543, and the significance value is smaller than 0.5, which means that the second hypothesis is accepted. For the third hypothesis ( $H_3$ ), the significance value is more than 0.5, meaning the third hypothesis is rejected. For the fourth hypothesis ( $H_4$ ), the original sample value is  $-0.759$ , and the significance value is smaller than 0.5, which means that the fourth

hypothesis is accepted. For the fifth hypothesis ( $H_5$ ), the original sample value is 0.622, and the significance value is smaller than 0.5, which means that the fifth hypothesis is accepted. For the sixth hypothesis ( $H_{6a}$  and  $H_{6b}$ ), the results showed that  $H_{6a}$  is rejected and  $H_{6b}$  is accepted.

## 4. DISCUSSION

Work intensification has a significant positive impact on the implementation of high-performance work systems. Work intensification in the retail industry increases efficiency and productivity (Sun & Mamman, 2022). By increasing the workload and job demands on employees, work intensification pushes them to work more efficiently and effectively. This increased level of productivity aligns with the goals of HPWS, which aim to improve organizational performance by effectively utilizing human resources (Murphy et al., 2018). Work intensification fosters a sense of urgency and competitiveness among employees. This sense of urgency can drive employees to strive for higher performance levels, which aligns with the principles of HPWS (Jiandong et al., 2020).

Work intensification promotes skill development and learning opportunities for employees. As employees face higher workloads and job demands, they are pushed to find more efficient and effective ways to complete their tasks (Yang et al., 2021). This constant challenge and need for innovation can stimulate employee learning and skill development, which are critical elements of HPWS. Additionally, work intensification can create a sense of purpose and job satisfaction among employees. Being given chal-

**Table 6.** Hypotheses testing

H	Original Sample (O)	T Statistics ( O/STDEV )	p-values	Decision
WI → HPWS	0.740	11.650	0.000	$H_1$ Accepted
WI → EE	0.543	6.390	0.000	$H_2$ Accepted
HPWS → EC	0.013	0.145	0.679	$H_3$ Rejected
EE → EC	$-0.759$	13.666	0.000	$H_4$ Accepted
EC → EP	0.622	9.539	0.000	$H_5$ Accepted
HPWS → EC → EP	0.008	0.414	0.679	$H_{6a}$ Rejected
EE → EC → EP	$-0.472$	7.449	0.000	$H_{6b}$ Accepted

Note: WI = Work intensification; EE = Employee exhaustion, HPWS = High performance work systems, EC = Employee creativity, EP = Employee performance.

lenging work and meeting those challenges can make employees feel fulfilled and satisfied with their jobs (Imran & Atiya, 2020).

Furthermore, work intensification has a significant positive effect on the HPWS. Retail employees must interact with customers regularly, which can be emotionally and mentally draining. They have to deal with various customer demands, complaints, and complicated interactions, which require them to constantly regulate their emotions and provide excellent customer service (Kim & Wang, 2018).

This constant pressure to adapt and learn new things can lead to increased stress and anxiety, contributing to emotional exhaustion. Work intensification in the retail industry can often result in staff shortages, with fewer employees having to handle the same amount of work or even additional workloads. This can create a sense of overload and pressure as employees struggle to meet the demands of their roles. As a result, they may experience burnout and emotional exhaustion (Kalinienė et al., 2021).

Retail employees often face the risk of encountering complex or even violent customers. This threat of violence can create a constant sense of fear and stress, as employees have to be on alert and manage potentially dangerous situations constantly. Dealing with such situations can be emotionally taxing and contribute to emotional exhaustion (Indregard et al., 2018). In conclusion, work intensification in the retail industry can significantly affect emotional exhaustion due to increased workload, lack of control and autonomy over one's work, the nature and pace of change in the industry, staff shortages, and the threat of violence.

HPWS has been found to have no significant impact on employee creativity. Employees in the retail industry have restricted autonomy and decision-making authority, which limits their originality and innovation due to rigorous norms and processes (Yang & Lew, 2020). Retail personnel frequently face several obligations and time limitations, which restrict their ability to engage in innovative thinking and problem-solving (Sonenshein, 2014). The industry's high

turnover rates and job uncertainty hinder risk-taking and investment in creative projects (Li et al., 2021). The fast-paced, customer-centric retail atmosphere restricts staff from exploring and experimenting with new ideas (Tang et al., 2017).

Additionally, the inadequate execution and backing of high-performance work systems (HPWS) in the retail industry hinder endeavors to promote employee originality and innovation. Insufficient training and development opportunities concentrate operational efficiency over employee growth, limiting their ability for innovative thinking (Ismail et al., 2021). In retail, the hierarchical organizational structure typically limits employees' ability to offer innovative ideas by concentrating decision-making and innovation at the top management level (Hou et al., 2017). The lack of effectiveness of high-performance work systems (HPWS) in fostering employee creativity in the retail sector is due to limited autonomy, time constraints, job instability, environmental pressures, and inadequate innovation support.

Emotional exhaustion is a state of mental weariness that results from prolonged exposure to stressful and demanding work environments. Emotional exhaustion can have a negative impact on employee creativity in the retail industry for several reasons (Geng et al., 2018). Emotional exhaustion drains employees' energy and motivation. This makes it difficult for them to develop innovative ideas and solutions to meet customer demands (Xu et al., 2018).

Emotional exhaustion impairs cognitive functioning and decision-making abilities. When employees are emotionally exhausted, their cognitive resources become depleted, making it harder for them to generate creative ideas and think outside the box (Coelho et al., 2011). It can further lead to decreased job satisfaction and engagement in the workplace (Karatepe & Uludag, 2007). When employees are emotionally exhausted, they may feel disengaged from their work and have a lower sense of satisfaction. This lack of satisfaction and engagement can hinder their willingness to expend the effort and energy required for creative thinking and problem-solving (Hur et al., 2016).

Employee creativity has a significant positive impact on employee performance in the retail industry. This impact can be attributed to several reasons (Olsson et al., 2019). Firstly, employee creativity enables individuals to develop innovative solutions to problems and challenges. This improves efficiency and effectiveness in carrying out their tasks, resulting in higher performance outcomes (Bousinakis & Halkos, 2021). Secondly, employee creativity in the retail industry allows for the development of new products, services, and strategies to attract and retain customers. This leads to increased sales and revenue, ultimately contributing to the organization's overall performance.

Additionally, employee creativity in the retail industry can enhance customer satisfaction (Li & Sandino, 2018). Employees can create a memorable and enjoyable customer shopping experience by generating unique and innovative ideas. This can lead to increased customer loyalty and positive word-of-mouth, further boosting the performance of the retail organization (Elidemir et al., 2020). Moreover, employee creativity also plays a crucial role in adapting to changes and trends in the retail industry (Zhou & Hoever, 2014).

The retail industry is highly dynamic and constantly evolving, with new technologies, consumer preferences, and market trends emerging frequently (Olsson et al., 2019). To stay competitive, retail organizations need employees who can think creatively and adapt to these changes effectively (Rego et al., 2014). Employee creativity allows retail employees to develop innovative solutions to problems and challenges, improving efficiency and effectiveness in their tasks. This ultimately contributes to the organization's overall performance in terms of profitability, market share, and customer satisfaction (Song et al., 2019). Furthermore, employee creativity fosters a culture of innovation within the organization. This encourages collaboration, experimentation, and continuous improvement, leading to a more competitive and successful retail organization (Guo, 2021).

High-performance work systems are designed to enhance employee performance by provid-

ing them with the necessary resources, support, and opportunities for growth and development (Agarwal & Farndale, 2017). Employees who perceive their organization to have a high-performance work system are likelier to engage in creative behaviors and generate innovative ideas. This is because high-performance work systems often emphasize the importance of creativity and innovation and give employees the autonomy and freedom to explore new ideas (Li et al., 2017). Through their creativity, employees can generate new solutions, approaches, and products that contribute to improved performance.

Furthermore, employee creativity does not significantly mediate the relationship between HPWS and employee performance. One possible reason for the insignificant impact of employee creativity in mediating the influence of high-performance work systems on employee performance in the retail industry is the nature of the industry itself (Murphy et al., 2018). In the retail industry, where standardization and efficiency are often prioritized, the focus is more on the established processes and procedures rather than encouraging individual creativity and innovation (Li & Sandino, 2018). Additionally, the retail industry is known for its high employee turnover rates, which can hinder the development and implementation of creative ideas. Another reason could be the lack of resources and support for employee creativity within the retail industry (He et al., 2020). Employees in the retail industry may not have access to the tools, training, and resources to explore their creativity fully. Furthermore, the fast-paced and high-pressure nature of the retail industry may leave employees with limited time and energy for creative thinking (Adler & Chen, 2011).

Employee creativity directly affects performance, where innovative ideas can improve efficiency, quality, and product or service innovation, improving overall employee performance (Zhang et al., 2022). In addition, employee creativity also plays a role in reducing levels of emotional exhaustion. When employees can utilize their creativity, they tend to be more engaged in their work and have ways to cope with pressure and stress that can reduce levels of emotional exhaustion (Coelho et al., 2011).

## CONCLUSION AND LIMITATIONS

This study examined the impact of work intensification on the implementation of high-performance work systems (HPWS) and its subsequent effects on employee creativity, emotional exhaustion, and overall performance in the retail industry. Specifically, the study aimed to understand how increased job demands and workload influence employee productivity, skill development, and job satisfaction, as well as to investigate the mediation role of employee creativity in the relationship between HPWS and employee performance.

The study found that work intensification significantly enhances the implementation of HPWS by increasing efficiency, productivity, and skill development among employees. However, this also leads to emotional exhaustion due to the high-pressure and demanding nature of the retail environment. Additionally, while HPWS positively affects employee performance, it does not significantly enhance employee creativity, which is limited by the industry's focus on standardization, high turnover rates, and lack of support for innovative thinking. Despite these challenges, employee creativity was found to directly improve performance by fostering innovative solutions, enhancing customer satisfaction, and adapting to industry changes.

These findings conclude that while work intensification and HPWS can drive productivity and performance in the retail industry, they also pose risks of emotional exhaustion among employees. To mitigate this, retail organizations should focus on providing better support, resources, and opportunities for creative thinking and innovation. By balancing work demands with a supportive environment that encourages employee creativity, companies can enhance overall performance while maintaining employee well-being and job satisfaction.

Limitations of this study include the focus on the retail industry only and the lack of generalizability of the findings due to the possibly varying contexts. In addition, this study did not investigate all factors that may affect employee performance, such as external factors and potential mediating or moderating variables. The next steps could involve a longitudinal design, multi-source data collection methods, and cross-cultural research to improve understanding of the dynamics of work environment and employee performance in the retail industry.

## AUTHOR CONTRIBUTIONS

Conceptualization: William Widjaja, Michael Michael.

Formal analysis: Devi Rahnjen Wijayadne.

Investigation: Devi Rahnjen Wijayadne.

Methodology: William Widjaja.

Project administration: Devi Rahnjen Wijayadne.

Resources: Michael Michael.

Software: William Widjaja.

Supervision: Michael Michael.

Visualization: William Widjaja.

Writing – original draft: William Widjaja, Devi Rahnjen Wijayadne.

Writing – review & editing: Michael Michael.

## REFERENCES

- 
1. Adler, P. S., & Chen, C. X. (2011). Combining creativity and control: Understanding individual motivation in large-scale collaborative creativity. *Accounting, Organizations and Society*, 36(2), 63-85. <https://doi.org/10.1016/j.aos.2011.02.002>
  2. Agarwal, P., & Farndale, E. (2017). High-performance work systems and creativity implementation: The role of psychological capital

- and psychological safety. *Human Resource Management Journal*, 27(3), 440-458. <https://doi.org/10.1111/1748-8583.12148>
3. Amabile, T. M., Barsade, S. G., Mueller, J. S., & Staw, B. M. (2005). Affect and creativity at work. *Administrative Science Quarterly*, 50(3), 367-403. <https://doi.org/10.2189/asqu.2005.50.3.367>
  4. Balluerka, N., Aritzeta, A., Gorostiaga, A., Elorza, U., & Madinabeitia, D. (2020). Measuring high performance work practice systems: the training, information, participation and autonomy (TIPA) scale. *International Journal of Management of Management (IJM)*, 11(2), 248-263. Retrieved from [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3553636](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3553636)
  5. Bousinakos, D., & Halkos, G. (2021). Creativity as the hidden development factor for organizations and employees. *Economic Analysis and Policy*, 71, 645-659. <https://doi.org/10.1016/j.eap.2021.07.003>
  6. Boxall, P., & Macky, K. (2014). High-involvement work processes, work intensification and employee well-being. *Work, Employment and Society*, 28(6), 963-984. <https://doi.org/10.1177/0950017013512714>
  7. Bunner, J., Prem, R., & Korunka, C. (2018). How work intensification relates to organization-level safety performance: The mediating roles of safety climate, safety motivation, and safety knowledge. *Frontiers in Psychology*, 9. <https://doi.org/10.3389/fpsyg.2018.02575>
  8. Chen, K. Y., Chang, C. W., & Wang, C. H. (2019). Frontline employees' passion and emotional exhaustion: The mediating role of emotional labor strategies. *International Journal of Hospitality Management*, 76, 163-172. <https://doi.org/10.1016/j.ijhm.2018.05.006>
  9. Coelho, F., Augusto, M., & Lages, L. F. (2011). Contextual factors and the creativity of frontline employees: The mediating effects of role stress and intrinsic motivation. *Journal of Retailing*, 87(1), 31-45. <https://doi.org/10.1016/j.jretai.2010.11.004>
  10. Demerouti, E., Bakker, A. B., Vardakou, I., & Kantas, A. (2003). The convergent validity of two burnout instruments: A multitrait-multimethod analysis. *European Journal of Psychological Assessment*, 19(1), 12-23. <https://doi.org/10.1027/1015-5759.19.1.12>
  11. Elidemir, S. N., Ozturen, A., & Bayighomog, S. W. (2020). Innovative behaviors, employee creativity, and sustainable competitive advantage: A moderated mediation. *Sustainability*, 12(8), Article 3295. <https://doi.org/10.3390/SU12083295>
  12. Geng, Z., Li, C., Bi, K., Zheng, H., & Yang, X. (2018). Motivating service employee creativity: regulatory focus and emotional labour. *Journal of Service Theory and Practice*, 28(2), 228-249. <https://doi.org/10.1108/JSTP-11-2016-0214>
  13. Gómez, M. I., McLaughlin, E. W., & Wittink, D. R. (2004). Customer satisfaction and retail sales performance: An empirical investigation. *Journal of Retailing*, 80(4), 265-278. <https://doi.org/10.1016/j.jretai.2004.10.003>
  14. Gong, Z., Sun, F., & Li, X. (2021). Perceived overqualification, emotional exhaustion, and creativity: A moderated-mediation model based on effort-reward imbalance theory. *International Journal of Environmental Research and Public Health*, 18(21), Article 11367. <https://doi.org/10.3390/ijerph182111367>
  15. Guo, F. (2021). Summary and prospects on theoretical models and influencing factors research of employee creativity. *Proceedings of the 1st International Symposium on Innovative Management and Economics (ISIME 2021)*. Retrieved from [https://www.researchgate.net/publication/353881848\\_Summary\\_and\\_Prospects\\_on\\_Theoretical\\_Models\\_and\\_Influencing\\_Factors\\_Research\\_of\\_Employee\\_Creativity](https://www.researchgate.net/publication/353881848_Summary_and_Prospects_on_Theoretical_Models_and_Influencing_Factors_Research_of_Employee_Creativity)
  16. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage.
  17. He, P., Zhou, Q., Zhao, H., Jiang, C., & Wu, Y. J. (2020). Compulsory citizenship behavior and employee creativity: Creative self-efficacy as a mediator and negative affect as a moderator. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.01640>
  18. Henly, J. R., & Lambert, S. J. (2014). Unpredictable work timing in retail jobs: Implications for employee work-life conflict. *Industrial and Labor Relations Review*, 67(3), 986-1016. <https://doi.org/10.1177/0019793914537458>
  19. Hou, Y., Hu, B., & Butt, M. (2017). Are high-performance human resource practices in organizations creative or noncreative? *Social Behavior and Personality*, 45(2), 243-252. <https://doi.org/10.2224/sbp.5765>
  20. Huang, Y., Ma, Z., & Meng, Y. (2018). High-performance work systems and employee engagement: empirical evidence from China. *Asia Pacific Journal of Human Resources*, 56(3), 341-359. <https://doi.org/10.1111/1744-7941.12140>
  21. Hur, W. M., Moon, T., & Jun, J. K. (2016). The effect of workplace incivility on service employee creativity: The mediating role of emotional exhaustion and intrinsic motivation. *Journal of Services Marketing*, 30(3), 302-315. <https://doi.org/10.1108/JSM-10-2014-0342>
  22. Imran, R., & Al-Ansi, K. S. H. (2019). High performance work system, job engagement and innovative work behavior: An exploration in Omani context. *IC-CMB '19: Proceedings of the 2019 2nd International Conference on Computers in Management and Business* (pp. 24-28). <https://doi.org/10.1145/3328886.3328893>
  23. Imran, R., & Atiya, T. M. S. (2020). The role of high-performance work system and human capital in enhancing job performance. *World Journal of Entrepreneurship, Management and Sustainable Development*, 16(3), 195-206. <https://doi.org/10.1108/WJEMSD-09-2019-0074>

24. Indregard, A. M. R., Ulleberg, P., Knardahl, S., & Nielsen, M. B. (2018). Emotional dissonance and sickness absence among employees working with customers and clients: A moderated mediation model via exhaustion and human resource primacy. *Frontiers in Psychology*, 9. <https://doi.org/10.3389/fpsyg.2018.00436>
25. Islam, J., Tasleem, M., Akbar, & Iqbal, R. (2015). The impact of employee satisfaction and service quality on perceived firm's performance in high contact service industry of Pakistan. *2015 International Conference on Industrial Engineering and Operations Management (IEOM)*. Dubai, United Arab Emirates. <https://doi.org/10.1109/IEOM.2015.7093830>
26. Ismail, A. I., Majid, A. H. A., Rahman, M. A., Jamaluddin, N. A., Susantiy, A. I., & Setiawati, C. I. (2021). Aligning Malaysian SMEs with the megatrends: The roles of HPWPs and employee creativity in enhancing Malaysian SME performance. *Global Business Review*, 22(2), 364-380. <https://doi.org/10.1177/0972150918811236>
27. Jain, R., & Jain, C. (2016). Employee creativity: A conceptual framework. *Management and Labour Studies*, 41(4), 294-313. <https://doi.org/10.1177/0258042X16676664>
28. Jiandong, S., Qi, W., & Haitian, L. (2020). How do high-performance work systems affect work fatigue: Mediate effect of between job responsibility and role overload. *EBIMCS '20: Proceedings of the 2020 3rd International Conference on E-Business, Information Management and Computer Science*. <https://doi.org/10.1145/3453187.3453309>
29. Kalinienė, G., Lukšienė, D., Ustinavičienė, R., Škėmienė, L., & Januškevičius, V. (2021). The burnout syndrome among women working in the retail network in associations with psychosocial work environment factors. *International Journal of Environmental Research and Public Health*, 18(11), Article 5603. <https://doi.org/10.3390/ijerph18115603>
30. Karatepe, O. M., & Uludag, O. (2007). Conflict, exhaustion, and motivation: A study of frontline employees in Northern Cyprus hotels. *International Journal of Hospitality Management*, 26(3), 645-665. <https://doi.org/10.1016/j.ijhm.2006.05.006>
31. Khan, S., & Mohiya, M. (2020). Determinants of SMEs employees' creativity and their impact on innovation at workplace. *Management Science Letters*, 10(16), 3865-3872. <https://doi.org/10.5267/j.msl.2020.7.025>
32. Kim, S., & Wang, J. (2018). The role of job demands-resources (JDR) between service workers' emotional labor and burnout: New directions for labor policy at local government. *International Journal of Environmental Research and Public Health*, 15(12), Article 2894. <https://doi.org/10.3390/ijerph15122894>
33. Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., De Vet, H. C. W., & Van Der Beek, A. J. (2014). Measuring individual work performance: Identifying and selecting indicators. *Work*, 48(2), 229-238. <https://doi.org/10.3233/WOR-131659>
34. Kremer, H., Villamor, I., & Aguinis, H. (2019). Innovation leadership: Best-practice recommendations for promoting employee creativity, voice, and knowledge sharing. *Business Horizons*, 62(1), 65-74. <https://doi.org/10.1016/j.bushor.2018.08.010>
35. Li, H., Chen, T., & Cao, G. (2017). How high-commitment work systems enhance employee creativity: A mediated moderation model. *Social Behavior and Personality*, 45(9), 1437-1450. <https://doi.org/10.2224/sbp.6514>
36. Li, S. X., & Sandino, T. (2018). Effects of an information sharing system on employee creativity, engagement, and performance. *Journal of Accounting Research*, 56(2), 713-747. <https://doi.org/10.1111/1475-679X.12202>
37. Li, Y., Li, X., & Liu, Y. (2021). How does high-performance work system prompt job crafting through autonomous motivation: The moderating role of initiative climate. *International Journal of Environmental Research and Public Health*, 18(2), Article 384. <https://doi.org/10.3390/ijerph18020384>
38. Lusitawati, Perkasa, D. H., Rostina, C. N., Susiang, M. I. N., & Parashakti, R. D. (2023). The influence of the physical work environment, work motivation, and work discipline on employee performance. *KnE Social Sciences*, 8(12), 286-295. <https://doi.org/10.18502/kss.v8i12.13678>
39. Ma, Z., Gong, Y., Long, L., & Zhang, Y. (2021). Team-level high-performance work systems, self-efficacy and creativity: Differential moderating roles of person-job fit and goal difficulty. *The International Journal of Human Resource Management*, 32(2), 478-511. <https://doi.org/10.1080/09585192.2020.1854816>
40. Martínez-del-Río, J., Céspedes-Lorente, J., & Carmona-Moreno, E. (2012). High-involvement work practices and environmental capabilities: How HIWPS create environmentally based sustainable competitive advantages. *Human Resource Management*, 51(6), 827-850. <https://doi.org/10.1002/hrm.21505>
41. Martini, I. A. O., Arsawan, I. W. E., Sari, D. M. F. P., & Muna, N. (2023). Increasing product competitiveness in weaving SMEs: The role of competency, creativity, and performance. *Uncertain Supply Chain Management*, 11(3), 855-866. <https://doi.org/10.5267/j.uscm.2023.5.013>
42. Mulki, J. P., Jaramillo, F., & Loecker, W. B. (2006). Emotional exhaustion and organizational deviance: Can the right job and a leader's style make a difference? *Journal of Business Research*, 59(12), 1222-1230. <https://doi.org/10.1016/j.jbusres.2006.09.001>
43. Murphy, K., Torres, E., Ingram, W., & Hutchinson, J. (2018). A review of high performance work practices (HPWPs) literature and recommendations for future research in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 30(1), 365-388. <https://doi.org/10.1108/IJCHM-05-2016-0243>

44. Olsson, A., Karla, K. M., Johansson, U., Olander Roese, M., & Ritzén, S. (2019). Organizational climate for innovation and creativity—a study in Swedish retail organizations. *International Review of Retail, Distribution and Consumer Research*, 29(3), 243-261. <https://doi.org/10.1080/09593969.2019.1598470>
45. Prasetya, R., B., Rahmawati, D., Muliarti, R., & Nursaban, N. (2019). MICHARUMI (minibook keychain eruption mitigation) as a map based eruption mitigation guide book for senior high school. *IOP Conference Series: Earth and Environmental Science*, 271. <https://doi.org/10.1088/1755-1315/271/1/012034>
46. Rego, A., Júnior, D. R., e Cunha, M. P., Stallbaum, G., & Neves, P. (2014). Store creativity mediating the relationship between affective tone and performance. *Managing Service Quality: An International Journal*, 24(1), 63-85. <https://doi.org/10.1108/MSQ-02-2013-0026>
47. Singh, J. P., Chand, P. K., Mittal, A., & Aggarwal, A. (2020). High-performance work system and organizational citizenship behaviour at the shop floor. *Benchmarking: An International Journal*, 27(4), 1369-1398. <https://doi.org/10.1108/BIJ-07-2019-0339>
48. Sonenshein, S. (2014). How organizations foster the creative use of resources. *Academy of Management Journal*, 57(3), 814-848. <https://doi.org/10.5465/amj.2012.0048>
49. Song, Z., Gu, Q., & Wang, B. (2019). Creativity-oriented HRM and organizational creativity in China: A complementary perspective of innovativeness. *International Journal of Manpower*, 40(5), 834-849. <https://doi.org/10.1108/IJM-05-2016-0108>
50. Sun, Y., & Mamman, A. (2022). Adoption of high-performance work systems in small and medium-sized enterprises. *Asia Pacific Journal of Human Resources*, 60(3), 479-509. <https://doi.org/10.1111/1744-7941.12277>
51. Sun, Y., Hu, X., & Ding, Y. (2019). Learning or relaxing: How do challenge stressors stimulate employee creativity? *Sustainability*, 11(6), Article 1779. <https://doi.org/10.3390/su11061779>
52. Tang, G., Yu, B., Cooke, F. L., & Chen, Y. (2017). High-performance work system and employee creativity: The roles of perceived organisational support and devolved management. *Personnel Review*, 46(7), 1318-1334. <https://doi.org/10.1108/PR-09-2016-0235>
53. Tanjung, A., & Wahdiniwati, R. (2020). The influence of motivation on employee satisfaction and the impact of employee performance in cooperation. *International Conference on Business, Economic, Social Science, and Humanities – Economics, Business and Management Track*. <http://dx.doi.org/10.2991/aebmr.k.200108.032>
54. Tierney, P., Farmer, S. M., & Graen, G. B. (1999). An examination of leadership and employee creativity: The relevance of traits and relationships. *Personnel Psychology*, 5(2), 591-620. <https://doi.org/10.1111/j.1744-6570.1999.tb00173.x>
55. Tregaskis, O., Daniels, K., Glover, L., Butler, P., & Meyer, M. (2013). High performance work practices and firm performance: A longitudinal case study. *British Journal of Management*, 24(2), 225-244. <https://doi.org/10.1111/j.1467-8551.2011.00800.x>
56. Widjaja, W., Wijayadne, D. R., & Renz, F. M. (2023). Employee performance: The moderating role of leader-member exchange (a study on the fast-fashion retail industry). *Jurnal Manajemen Dan Kewirausahaan*, 25(2), 130-140. <https://doi.org/10.9744/jmk.25.2.130-140>
57. Xu, S., Martinez, L. R., Van Hoof, H., Estrella Duran, M., Maldonado Perez, G., & Gavilanes, J. (2018). Emotional exhaustion among hotel employees: The interactive effects of affective dispositions and positive work reflection. *Cornell Hospitality Quarterly*, 59(3), 285-295. <https://doi.org/10.1177/1938965517748774>
58. Yang, J., & Lew, J. Y. (2020). Implementing sustainable human resources practices: Leadership style matters. *Sustainability*, 12(5), Article 1794. <https://doi.org/10.3390/su12051794>
59. Yang, T., Qu, X., & Lan, Y. (2021). The relationship between work intensification and employee learning in a cognitive appraisal perspective. *Social Science and Contemporary Humanity Development*, 517, 962-968. Retrieved from [https://www.researchgate.net/publication/348841607\\_The\\_Relationship\\_Between\\_Work\\_Intensification\\_and\\_Employee\\_Learning\\_in\\_a\\_Cognitive\\_Appraisal\\_Perspective/fulltext/6012ba3e45851517ef1f5044/The-Relationship-Between-Work-Intensification-and-Employee-Learning-in-a-Cognitive-Appraisal-Perspective.pdf](https://www.researchgate.net/publication/348841607_The_Relationship_Between_Work_Intensification_and_Employee_Learning_in_a_Cognitive_Appraisal_Perspective/fulltext/6012ba3e45851517ef1f5044/The-Relationship-Between-Work-Intensification-and-Employee-Learning-in-a-Cognitive-Appraisal-Perspective.pdf)
60. Zhang, M., Chen, Z., Zhao, L., Li, X., Zhang, Z., & Zhang, X. (2022). How does high-commitment work systems stimulate employees' creative behavior? A multilevel moderated mediation model. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.904174>
61. Zhou, J., & Hoever, I. J. (2014). Research on workplace creativity: A review and redirection. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 333-359. <https://doi.org/10.1146/annurev-orgpsych-031413-091226>

## APPENDIX A

Table A1. Study questionnaire

Category	Measurement
<b>Work Intensification (2 Indicators)</b>	
Role Overload (6 items)	I feel like I have too much work to accomplish in a limited amount of time. I often feel stressed because I have too many responsibilities at work. I find it difficult to balance work and personal life due to excessive workload. I often feel exhausted because I have too many tasks to complete. I find it difficult to focus and concentrate because there are too many things to think about at work. I find it difficult to complete all the work given to me within the allotted time.
Time Demands (4 items)	I often feel rushed due to strict time demands at work. I find it difficult to complete my work on time because I have too many things to do. I often feel stressed because I have to meet short deadlines. I find it difficult to manage my time between work and outside activities due to high time demands.
<b>High Performance Work System (4 Indicators)</b>	
Training (3 items)	I receive regular training to improve my job skills. The training programs provided by the organization have helped me achieve my job objectives. I feel that the training I receive is relevant to my duties and responsibilities.
Information (2 items)	I feel that the information provided by management is very clear and easy to understand. I have adequate access to the information I need to do my job well.
Participation (3 items)	I have the opportunity to provide my input and opinions in decisions that affect my work. I feel that the organization provides sufficient support for my initiatives and ideas. I am involved in team projects that allow me to work together with my coworkers toward a common goal.
Autonomy (3 items)	I have the freedom to organize my work schedule according to the needs of the job. I have the authority to make decisions related to my tasks without having to always seek my supervisor's approval. I feel I have sufficient control over how I accomplish my work tasks.
<b>Employee Exhaustion (2 Indicators)</b>	
Maslach Burnout Inventory (MBI) – Exhaustion (5 items)	I feel constantly emotionally exhausted from my work. I feel drained of energy from performing job tasks. My job makes me feel emotionally exhausted. I find it difficult to cope with the emotional demands of my job. I feel emotionally drained every day.
Oldenburg Burnout Inventory (OLBI) – Exhaustion (6 items)	After work, I often feel tired and lethargic. After work, I feel a strong need for rest. My work makes me feel very physically exhausted. After work, I feel completely ready to do recreational activities (reversed). I feel physically drained after completing work tasks. My job makes me feel very tired overall.
<b>Employee Creativity</b>	
Creative Behavior (9 items)	I often generate new and innovative ideas when completing work tasks. I am willing to consider different points of view when finding solutions to complex problems. I am open to new experiences and unconventional ideas in my work. I am able to connect different concepts or information to create creative solutions. I am comfortable in experimenting with new ideas and trying approaches that have never been tried before. I have the flexibility of thought in finding solutions to complex problems. I am able to see patterns or relationships that are invisible to others in certain work situations. I often take risks in trying new things or untested approaches in my work. I have the ability to think creatively and generate innovative ideas in my work environment.
<b>Employee Performance (4 Indicators)</b>	
Task Performance (5 items)	I consistently achieve the performance targets set for my tasks. I complete my tasks with a high degree of accuracy. I am able to complete my tasks in a time-efficient manner. I have the technical skills necessary to complete my tasks well. I am able to handle complex and demanding tasks well.
Contextual Performance – Interpersonal (4 items)	I actively collaborate with coworkers to achieve common goals. I am always ready to help colleagues who need assistance. I have good communication skills and can interact with coworkers. I am able to accept feedback well and learn from the experience.
Contextual Performance – Organizational (4 items)	I am always responsible for my organizational duties and responsibilities. I am oriented towards the needs and satisfaction of customers or other stakeholders. I enjoy creating creative solutions to organizational problems. I am ready to take on challenging work tasks for the betterment of the organization.
Adaptive Performance (6 items)	I am able to adapt well to uncertain and changing work situations. I always update my work knowledge and skills according to the latest developments. I am able to cope well with stress, difficult situations, and challenges. I am flexible in adjusting my work goals when necessary. I am able to create creative solutions to new and difficult problems. I have the ability to deal well with unexpected work situations.