

Psychological Empowerment, Its Effect on Employee Creativity Through Intrinsic Motivation

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Abstract: *Empowerment is the main key to the motivation and productivity of an employee so that they can give maximum contribution to the company. Employee engagement and empowerment direct them to help each other both for themselves, between employees and for the company. The involvement and empowerment of employees are very effective in maintaining high levels of employee motivation. This study aims to determine the effect of psychological empowerment on employee creativity through intrinsic motivation. This study used a quantitative explanatory research approach. This study proposes several hypotheses with a total sample of 105 respondents. Data in this study were collected using a research instrument in the form of a questionnaire and analyzed using the PLS (Partial Least Square) analysis test. The results of this study indicate that psychological empowerment does not directly affect employee creativity. However, psychological empowerment significantly affects employee creativity through intrinsic motivation, and intrinsic motivation mediates the full/perfect mediation effect of psychological empowerment on employee creativity.*

Keywords: *psychological empowerment, intrinsic motivation, employee creativity.*

Abstrak: *Pemberdayaan merupakan kunci utama dalam motivasi dan produktivitas yang dimiliki seorang karyawan agar mereka dapat memberikan kontribusi maksimal pada perusahaan. Pelibatan dan pemberdayaan karyawan mengarahkan untuk saling membantu baik untuk dirinya sendiri, antar karyawan dan perusahaan. Hal ini menyebabkan pelibatan dan pemberdayaan karyawan akan menjadi sangat efektif dalam mempertahankan tingginya tingkat motivasi karyawan. Penelitian ini bertujuan dalam untuk mengetahui pengaruh pemberdayaan psikologis terhadap kreativitas karyawan melalui motivasi instrinsik. Dalam penelitian ini digunakan pendekatan kuantitatif explanatory research. Penelitian ini mengajukan beberapa hipotesis dengan jumlah sampel sebanyak 105 responden. Data pada penelitian ini dikumpulkan menggunakan instrumen penelitian berupa kuesioner dan dianalisis menggunakan uji analisis PLS (Partial Least Square). Hasil penelitian ini*

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menunjukkan bahwa pemberdayaan psikologis tidak berpengaruh terhadap kreativitas karyawan secara langsung. Namun, pemberdayaan psikologis berpengaruh signifikan terhadap kreativitas karyawan melalui motivasi intrinsik, dan motivasi intrinsik memediasi secara sempurna (full/perfect mediation) pengaruh pemberdayaan psikologis terhadap kreativitas karyawan.

Kata kunci: *pemberdayaan psikologis, motivasi intrinsik, kreativitas karyawan.*

| Submit 26 Januari 2023 | Diterima 3 April 2023 | Terbit 30 April 2023

How to recite:

Hirmawan, A. P., Pardiman, P., Asinaryanto, M. R & Supriyanto, M. A. (2023). Psychological Empowerment, Its Effect on Employee Creativity Through Intrinsic Motivation. *Iqtishoduna*, Vol. 19 (1): pp 39-52

INTRODUCTION

Human resources are an important factor attached to an organization or company. They have core to drive an organization, including companies, because of the role of human resources as the main actor as the executor of the running of a company from the process of planning, coordinating, controlling, supervising, production, marketing, finance and administration (Sharif et al., 2022). In this modern era, with the rapid development of technology, an increasingly fierce competition is created globally, and companies need to have high competitiveness to survive in the face of increasingly competitive competition (Gumusluoğlu & Ilsev, 2009). A challenge for a company takes creativity so that the company can survive and develop in the face of this development (Zhou & However, 2014).

Creativity is the superior key to winning the competition. Companies that have employees with high creativity will have lots of new ideas and ideas as well as upgrades from what already exists in the company. Employee creativity has a fundamental role in which the contribution will be contained in the innovation, effectiveness and resilience of the company, as well as helping companies to be more able to adapt to changes and competitive growth in the global market (Drake et al., 2007). Deci (1972) said that the development of one's creativity needs encouragement (motivation) both from within the individual (intrinsic motivation) and encouragement from outside the individual (extrinsic motivation). Intrinsic motivation plays a very important role in efforts to support creativity. Intrinsic motivation is owned by everyone and is internal. Intrinsic motivation refers to the extent to which an employee is interested in the task and wants to be involved in it the task itself (Zhang & Bartol, 2010).

Zhang & Bartol (2010) stated that one of the factors that can affect intrinsic motivation is psychological empowerment. Empowerment is a major key in the motivation and productivity of an employee who feels valued and has a stake in his personal and professional development so that employees

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who contribute to the company will be maximized. Employee engagement and empowerment direct employees to help each other both for themselves, between employees and for the company. The involvement and empowerment of employees are very effective in maintaining high levels of employee motivation (Amabile, TM 1988).

Based on research conducted by Zhang & Batrol (2010) stated that psychological empowerment and a positive and significant contribution to employee creativity and performance. However, the different results presented by Mutaminah & Munadharoh (2013) stated that psychological empowerment did not affect employee creativity. In these different studies, researchers will assume that psychological empowerment does not always affect employees' creativity, and researchers are interested in studying and researching the PT Pos Indonesia (Persero) Branch of Mojokerto as a research object.

PT Pos Indonesia (Persero) is part of a government agency that facilitates communication facilities for the community. This institution has existed since the Dutch era. At the beginning of the post office's establishment, this institution delivered messages in the form of letters and money transfers. With current technological developments, the post office has developed a wider range of functions, such as accepting western union, paying for electricity, calling and others. The impact of technological developments, such as smartphones and the internet, makes sending messages so easy and practical. These technological advances will impact behavioural changes, such as preferring direct communication using gadgets instead of postal services. Departing from these problems, PT Pos Indonesia must have innovation and renewal public services so that they are always attractive and remain the choice for the community. Based on this phenomenon, it is known that creativity is very important in all activities and the company's success. For this reason, creativity is required to flow and develop in employees by continuing to strive for creativity. So this study aims to determine how much psychological empowerment creates employee creativity.

LITERATURE REVIEW

Psychological empowerment is interpreted as an understanding regarding the value of a profession, where this also arises due to an inner drive that makes a person believe in his ability to carry out the demands of his duties at work (competence). This encouragement will later determine and regulate techniques for completing work tasks (self-determination). Furthermore, this encouragement will also give rise to feelings that he is important and influences his work or company (impact) (Kusuma et al., 2021). In contrast, motivation is defined as energy born from within a person and from the environment to determine the shape, direction, intensity and duration of a job (Oren et al., 2013). And intrinsic motivation is a measure of the extent to which a person is directed to be interested in a task and willing to be involved for the sake of the task itself (Zhang & Bartol, 2010). The conclusion is that psychological empowerment and intrinsic motivation are interrelated, where psychological empowerment will provide encouragement

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which creates self-confidence and becomes an intrinsic motivation and ends in the creation of someone's interested behaviour and is willing to be involved in their duties in an organization with competence, self-determination as well as impacts.

H1: Psychological empowerment influences intrinsic motivation.

Intrinsic motivation is a motivation born from within a person and makes him act according to his inner desires and is not influenced by encouragement from outside factors (Lee et al., 2014). Zhang & Bartol (2010) states that when an employee has strong intrinsic motivation for his duties in the company, the employee will tend to be more focused and do his job well and even show his ability to be more creative in carrying out his duties.

H2: Intrinsic motivation influences employee creativity.

Study Drake et al. (2007) state that psychological empowerment is a multidimensional matter between perceived impact, competence, and self-determination, which can influence a person's personality, including creativity. Meanwhile, psychological empowerment itself is a series of cognitions or psychological states of experience that are conceptualized, as stated by Zhang & Bartol (2010) that psychological empowerment is a process of increasing self-confidence or self-efficacy through identifying conditions that encourage feelings of powerlessness and eliminating these feelings through several techniques, resulting in increased self-confidence that encourages creativity.

H3: Psychological empowerment affects employee creativity.

Mangkunegara, inside Tamsah & Nurung (2022), states that motivation is one factor that can affect employees' maximum performance. There is a direct relationship where the higher the motivation of employees, the higher the performance of employees in achieving company goals.

H4: The relationship between psychological empowerment and employee creativity is mediated by intrinsic motivation.

METHOD

In this study researchers used quantitatively. This type of research is classified as explanatory research. Explanatory research is a study that tests the hypothesis between the hypothesized variables (Priyono, 2016). This article aims to analyze the influence of psychological empowerment in creating employee creativity through the intrinsic motivation of PT. Pos Indonesia (Persero). The population used in this study were employees from PT. Pos Indonesia (Persero) Mojokerto Branch with 142 employees. From a total of 142 populations based on the calculation of the Slovin formula. The sample required in this study was 105 employees of PT. Pos Indonesia (Persero) Mojokerto Branch.

$$n = \frac{N}{1 + Ne^2}$$

Information:

n: Number of samples

N: Total population

e: Tolerance limit/error

$$n = \frac{142}{142.0,05^2 + 1}$$

$$n = \frac{142}{1,355}$$

$$n = 104,7970$$

The data used in this study are primary data obtained by distributing questionnaires to the sample using a Likert scale measurement. Furthermore, this study was processed using the PLS method (partial least square analysis). The Partial Least Square (PLS) analysis is a multivariate statistical technique that compares multiple dependent and independent variables (Abdullah, 2015). Sugiyono (2008) stated that PLS is a powerful analytical method because it is based on only a few assumptions. PLS in this study is used to confirm theories or hypotheses that have been made in this study and explain the interrelationships between variables in the study.

RESULTS AND DISCUSSION

Results

Description of Respondents

Characteristics of respondents are employees of PT. Pos Indonesia (Persero) Mojokerto Branch. Furthermore, the respondents were male or female, had a working period of 1-2 years, 2-3 years or more than three years, and had the last education in junior high school, high school, D3 or S1. Meanwhile, the characteristics of the respondents are based on gender, indicating the sex of the respondents from PT. Pos Indonesia (Persero) Mojokerto branch is slightly dominated by female respondents. There were 62 female respondents, with a percentage of 59.04%, while male respondents with a total of 43 respondents, with a percentage of 40.95%. Based on years of service, the characteristics of respondents who had worked for 1-2 years were 47 or 44.76%. For 2-3 years, were 26 people or 24.76%, and for work over three years, were 32 people or 30.47%. Most respondents have a working period of around 1-2 years, with a percentage of 44.76%. And through the characteristics of respondents based on education.

Outer Model Convergent Validity

Convergent validity is a test that shows the relationship between reflective items and their latent variables. An indicator is said to meet convergent validity when the loading factor value is > 0.5. If the loading factor shows a low value or less than 0.5, the item is unsuitable for measuring constructs. The loading factor value shows the weight of each indicator/item as a measure of each variable. An indicator with a large loading factor shows that the indicator is the strongest variable measurer. The results of convergent validity testing are presented in Table 1. The value of the loading factor generated by each indicator variable of is more than 0.5. Thus these indicators are declared valid as a measure of the latent variable.

Table 17. Outer Model Convergent Validity

Variable	Indicator	Loading Factor	Information
Psychological Empowerment	X1	0.683	Valid
	X2	0.702	Valid
	X3	0.707	Valid
	X4	0.735	Valid
	X5	0.793	Valid
	X6	0.684	Valid
	X7	0.795	Valid
	X8	0.677	Valid
Employee Creativity	Y1	0.756	Valid
	Y2	0.799	Valid
	Y3	0.805	Valid
	Y4	0.731	Valid
	Y5	0.662	Valid
	Y6	0.746	Valid
	Y7	0.793	Valid
	Y8	0.787	Valid
	Y9	0.773	Valid
	Y10	0.743	Valid
	Y11	0.615	Valid
Intrinsic Motivation	Z1	0.647	Valid
	Z2	0.652	Valid
	Z3	0.764	Valid
	Z4	0.828	Valid
	Z5	0.752	Valid
	Z6	0.805	Valid
	Z7	0.819	Valid
	Z8	0.741	Valid
	Z9	0.744	Valid
	Z10	0.603	Valid

Outer Model Discriminant Validity

Discriminant validity testing uses a cross-loading value intending to check the validity of research instruments in explaining or reflecting latent variables. A model has good discriminant validity if each loading value of a latent variable has the largest loading value compared to other loading values for other latent variables. The results of the discriminant validity test are presented in Table 2.

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The results of the discriminant validity test in Table 2 present the results of the cross-loading calculation, which shows that the cross-loading value of each indicator of the Psychological Empowerment (X) variable, Employee Creativity (Y) and Intrinsic Motivation (Z) is above the cross loading value of the latent variable other. All values above the threshold are 0.5, so the research instrument is said to be discriminantly valid.

Table 18. Outer Model Discriminant Validity

Variable	Psychological Empowerment	Employee Creativity	Intrinsic Motivation	Information
X1	0.683	0.041	0.037	Valid
X2	0.702	0.117	0.02	Valid
X3	0.707	-0.001	0.005	Valid
X4	0.735	0.107	0.132	Valid
X5	0.793	0.14	0.048	Valid
X6	0.684	-0.028	0.069	Valid
X7	0.795	0.164	0.14	Valid
X8	0.677	0.076	0.076	Valid
Y1	0.04	0.756	0.392	Valid
Y2	0.228	0.799	0.339	Valid
Y3	0.303	0.805	0.409	Valid
Y4	0.102	0.731	0.43	Valid
Y5	0.276	0.662	0.353	Valid
Y6	0.125	0.746	0.322	Valid
Y7	0.167	0.793	0.447	Valid
Y8	0.118	0.787	0.397	Valid
Y9	0.186	0.773	0.471	Valid
Y10	0.014	0.743	0.535	Valid
Y11	0.039	0.799	0.339	Valid
Z1	0.033	0.405	0.603	Valid
Z2	0.108	0.362	0.652	Valid
Z3	0.122	0.457	0.764	Valid
Z4	0.09	0.42	0.828	Valid
Z5	0.072	0.44	0.752	Valid
Z6	0.084	0.433	0.805	Valid
Z7	0.155	0.429	0.819	Valid
Z8	0.044	0.385	0.741	Valid
Z9	0.081	0.451	0.744	Valid
Z10	0.086	0.359	0.603	Valid

Reliability in PLS uses Cronbach alpha and Composite reliability. It is declared reliable if the Composite reliability value is above 0.7 and Cronbach's alpha value is suggested above 0.6. The following is the value of Cronbach alpha and Composite reliability in Table 3.

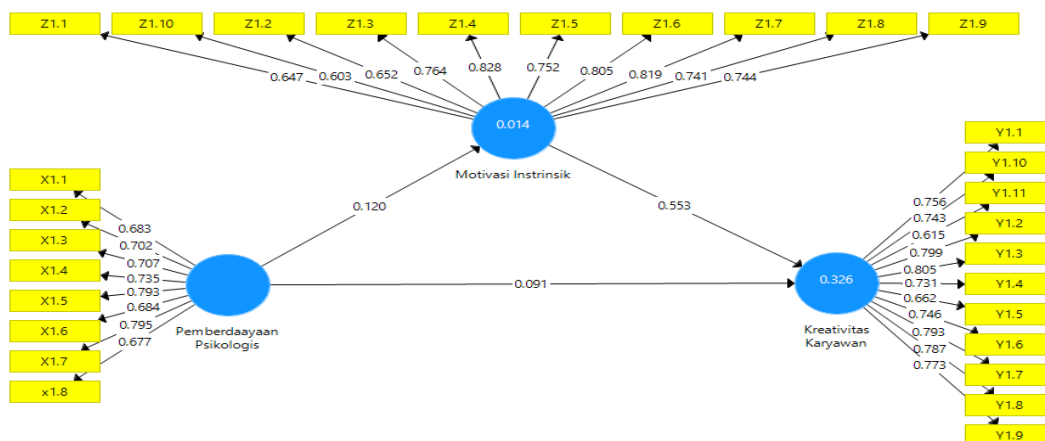
Based on the results of the Composite Reliability and Cronbach's Alpha tests in Table 3, the Composite Reliability value for each variable is above 0.7, and the Cronbach's Alpha value is above 0.6. So The variables of Psychological Empowerment (X), Employee Creativity (Y) and Intrinsic Motivation (Z)) have good composite reliability.

Table 19. Outer Model Composite Reliability

Variable	Composite Reliability	Cronbach Alpha	Information
Psychological Empowerment	0.897	0.881	Reliable
Employee Creativity	0.933	0.906	Reliable
Intrinsic Motivation	0.923	0.906	Reliable

Evaluation of the Structural Model and the Goodness of Fit (Inner Model)

Based on Table 4, it is shown that the R-Square value of the employee creativity variable is 0.326%. This value means that the employee creativity variable can be explained by the psychological empowerment and intrinsic motivation variables of 32.6%, and the remaining 67.4% can be explained by other variables not found in this research. While the intrinsic motivation variable shows an R-Square value of 0.014, meaning that the intrinsic motivation variable can be explained by the psychological empowerment variable of 1.4%, and the remaining 98.6% can be explained by other variables not present in this study. The structure model presented in picture 1.



Picture 10. Structural Model

Table 20. Goodness of Fit (Inner Model)

Variable	R-Square	R-Square Adjusted
Employee Creativity	0.326	0.312
Intrinsic Motivation	0.014	0.005

Inner Model (Hypothesis Test)

The basis used to test the hypothesis directly is if the p-value <0.05 (significance level = 5%), then it is stated that there is a significant influence of exogenous variables on endogenous variables. The results of hypothesis testing are presented in Table 5. Based on the inner path analysis model in Table 5, it is shown that psychological empowerment has a significant effect on intrinsic motivation, with a t-statistic of 6.456 and a p-value <0.000. So, the hypothesis H1 is supported. Intrinsic motivation has a significant effect on employee creativity. The acquisition value of the t-statistic of 6.070, and the p-value <0.000. It can be stated to have a significant effect, therefore the hypothesis H2 is supported. Psychological empowerment has no significant effect on employee creativity. The acquisition value of the t-statistic of 0.837, and the p-value is 0.403. The p-value of 0.403 is above of Alpha 5%. Therefore, hypothesis 3 is rejected. Psychological empowerment has a positive effect on employee creativity through intrinsic motivation. T-statistic value of 3.416 with a p-value of 0.001. Therefore the hypothesis 4 is supported.

Table 21. Hypothesis Test

Variable	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Value
Psychological empowerment ->Intrinsic Motivation	0.492	0.539	0.134	6.456	0.000
Intrinsic motivation - >Employee Creativity	0.533	0.561	0.091	6.07	0.000
Psychological Empowerment ->Employee Creativity	0.157	0.161	0.188	0.837	0.403
Psychological empowerment ->Intrinsic Motivation- >Employee Creativity	0.406	0.423	0.119	3,416	0.001

Discussion

This study proposes four hypotheses that analyze the influence of psychological empowerment in creating employee creativity through intrinsic motivation. Psychological empowerment has a significant effect on intrinsic motivation. The result shows that t-statistic value is 6.456 and the p-value is <0.000 , so it can be stated to have a significant effect. The higher the psychological empowerment in the company, the higher the intrinsic motivation of the employees, and vice versa. The lower the psychological empowerment, the lower the intrinsic motivation. This hypothesis is intended as a development that was used in research by Zhang & Bartol (2010), where this study focuses on the relationship between the variables of psychological empowerment, intrinsic motivation as mediation and employee creativity variables and eliminates several other variables used in the study.

Meanwhile, psychological empowerment was formed through 8 indicators, including 1) responsibility for carrying out work properly and correctly, 2) working with work because it is following the field, 3) doing work with satisfactory results, 4) my work is following my expectations, 5) get assigned according to company procedures and policies, 6) develop creativity and innovation at work, 7) satisfied with the success of the performance so far that is recognized by the company and 8) happy with superiors who can provide support to their subordinate employees. Based on the loading factor value, the item is satisfied with the success of performance so far, which the company recognizes is the highest with a value of 0.795 so that the item satisfied with the success of the performance so far which the company recognizes has the most influence to form a variable of psychological empowerment.

Furthermore, intrinsic motivation was formed through 10 indicators, including 1) often having to deal with risks to complete tasks, 2) companies providing opportunities to demonstrate skills at work, 3) always carrying out work assigned by the leadership according to the objectives and on time, 4) never leave work before the job is finished because the company has clear SOPs, 5) following its vision and mission, 6) the company will raise the rank of employees who excel, 7) feel happy when they get bonuses for work performance, 8) feel that they have a good relationship with other employees, 9) with the knowledge I have I can master other fields of work, and 10) the quantity of work is following the specified work standards. Based on the value of the loading factor, item Always carries out the work assigned by the leadership following the objectives and on time is the highest with a value of 0.828, so the item Always carries out the work assigned by the leadership following the objectives and on time which is the most influential in forming the variable intrinsic motivation.

The next hypothesis shows that intrinsic motivation influences employee creativity. This hypothesis is intended to develop the theory of Priyadharshany & Sujatha (2016). This study used competence, impact, meaning and self-determination as indicators of the psychological empowerment variable as the only independent variable of employee creativity as the dependent variable. In this study, the intrinsic motivation

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variable was added, which was used as a mediating variable. The intrinsic motivation has a significant effect on employee creativity. The result shows that the t-statistic value is 6.070 and the p-value is 0.000, so it can be stated to have a significant effect. The higher the employees' intrinsic motivation, the higher the employees' creativity, and vice versa.

Employee creativity was formed through 11 indicators, including 1) having sensitivity to the surrounding environment so that new ideas arise, 2) people who easily solve problems and even problems can be turned into business opportunities, 3) never solved problems in a hurry haste and finishes using consensus, 4) has an open nature both in sharing or absorbing information, 5) dares to try without fear of being wrong, 6) likes working with colleagues who can provide solutions when there are work problems, 7) has an extraordinary ability to develop an idea, 8) with the knowledge and creativity that I have I can master other fields of work, 9) have the skills to develop the ideas that I have, 10) I want to get recognition from a good environment I live in and benefit the surroundings, 11) continue to develop myself to get optimal results in finishing occupational fish. Based on the loading factor, the item value never solving problems in a hurry and solving using consensus is the highest with a value of 0.805, so items never solving problems in a hurry and solving using consensus is the most influential in forming employee creativity variables.

This research aligns with Zhang and Batrol (2010), who argues that intrinsic motivation is very important in efforts to support creativity. Intrinsic motivation exists in everyone and is internal. However, intrinsic motivation requires the right conditions to express it in its role towards creative results. When employees have a strong intrinsic motivation to carry out a task, they will focus more on work, explore their duties well, and show more creative abilities. Those who are intrinsically involved in their work will be more diligent and give their attention to the problems they encounter.

Path analysis model shows that psychological empowerment has no significant effect on employee creativity. This can be seen from the t-statistic value is 0.837 and the p-value is 0.403. The p-value is above 5%, so the effect of psychological empowerment on employee creativity is not significant. This means that the creativity shown by employees through the willingness of employees to do work such as identifying problems, searching for information and coding and finding ideas for a generation has little meaning. The supervisors should support their followers. Information about the work constraints of employees is the initial reference for supervisors in preparing future company plans. Supervisors must carry out education and training on an ongoing basis to minimize the various obstacles faced in working and adapting to a new, increasingly dynamic environment. In addition, employees need more courage to explore their creativity higher. The organization must have the initiative to create new service innovations. With service innovation, it is hoped that the organization can compete with other private services. Innovation or renewal of public services is also needed so that it is always attractive and has many choices for users of postal services.

Inner path analysis model shows that psychological empowerment has a significant and positive effect on employee creativity through intrinsic motivation. The T-statistic value is 3.416, and p-value is 0.001. So psychological empowerment significantly and positively affects employee creativity through intrinsic motivation. Previously, psychological empowerment had no effect on employee creativity, but through the variable intrinsic motivation, psychological empowerment had an effect on employee creativity, and the variable intrinsic motivation could be used as a mediating variable. The result is in line with research (Aslam, 2017; Koleangan & Tumewu, 2014; Kusuma et al., 2021), but this study showed an insignificant effect. Furthermore, this research supports research (Baron & Kenny, 1986; Irmalis & Anas, 2019; Sanny et al., 2020; Zhang & Bartol, 2010) where intrinsic motivation can mediate positively and significantly between psychological empowerment on employee creativity.

CONCLUSION

This study succeeded in showing results that psychological empowerment can have a strong impact on employee creativity through intrinsic motivation, which is first influenced by psychological empowerment which then becomes a bridge to employee creativity as a mediating variable. Psychological empowerment is able to influence intrinsic motivation where empowerment is an effort to increase intrinsic motivation which involves the general condition of an individual, directly related to the task, which can create a sense of motivation and satisfaction. This research also found that intrinsic motivation could influence employee creativity, where when an employee is intrinsically motivated, they will tend to dare to explore new ways and strategies as well as take risks and generate more enthusiasm as well as creativity. This research suggest that empowerment is a management technique that companies use to increase organizational effectiveness and is believed to be able to foster creativity. This research shows that it is true that empowerment has an influence on creativity.

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