

# The Influence of Perceptions Transformational Leadership on Lecturer Creativity with Creative Self Efficacy as Mediator

Elfitra Azliyanti<sup>1</sup>, Akmal<sup>2</sup>, Mery Trianita<sup>3</sup>

<sup>1,2,3</sup>Department of Economic and Business, Universitas Bung Hatta, Padang

## ARTICLE INFO

### Article history:

Received Nov 22, 2023

Revised Des 01, 2023

Accepted Jan 05, 2023

### Keywords:

Transformational Leadership

Employee Creativity

Creative Self-Efficacy

## ABSTRACT

The purpose of this study is to identify and examine the role of transformational leadership perceptions and creative self-efficacy in employee (lecturer) creativity. Explanatory study with hypothesis testing is the research methodology employed. Bung Hatta University Lecturers are the study's subject and population. Purposive sampling was used, and the sample criteria were Bung Hatta University Lecturers who have worked for at than one year (n = 170). SEM-PLS (Smart PLS) is the data analysis technique used in this investigation. The research findings from the study of perceptions of transformational leadership have no effect on employee creativity, creative self-efficacy has a positive effect on employee creativity, and creative self-efficacy mediates the relationship of perception and employee creativity.



## Corresponding Author:

Elfitra Azliyanti,  
Department of Economic and Business  
Universitas Bung Hatta,  
Jl. Sumatra Ulak Karang Padang, Sumatera Barat, 25133  
Email: [elfitraazliyanti@bunghatta.ac.id](mailto:elfitraazliyanti@bunghatta.ac.id)

## 1. INTRODUCTION

Lecturers are professional educators and scientists with the primary task of transforming, developing and disseminating science, technology, and art through education, research, and dedication to society (Law No. 14 Year 2005). This primary task is aimed at achieving the objectives of National Education. Therefore, a professional educator (lecturer) is charged not only teaching, but also developing science. The process of scientific development can be done and obtained through a series of creative actions in the implementation of Tridharma colleges.

Currently, based on the college classification carried out by the Ministry of Research, Technology and Higher Education in 2023, Bung Hatta University is ranked 162<sup>nd</sup> in Indonesia. In conclusion, according to the national ranking of Science and Technology Index (SINTA) by Ristekdikti (last score update: July, 2023 01:51) with more than 461 scientific articles that have been published both indexed scopus and 20 thousand articles indexed google scholar. ([www.sinta2.ristekdikti.go.id](http://www.sinta2.ristekdikti.go.id)).

Following the above, efforts are needed to improve the quality and quality of the implementation of Tridharma colleges by lecturers at Bung Hatta University. One such effort can be done by implementing new ideas as well as creative new ways in the implementation of Tridharma college includes the process of learning, research and dedication to the community. These ideas and new ways (creativity) are expected to be able to realize the improvement of quality and quality of education in accordance with the mandate of the law.

Several studies on the impact of transformational leadership on employee creativity have been carried out. (Wang, Tsai, and Tsai 2014) conducted a study of 395 leaders and employees in the hospitality industry in Taiwan. The study shows that there is a direct and indirect influence on

employee creativity. Leaders can stimulate the creativity of employees directly by giving positive feedback and encouraging employees to come up with new solutions. Leaders also can encourage employee creativity indirectly through the complexity of work. Studies show that transformational leadership does not directly affect job creativity, but there are elements of job complexity. In addition to the complexities of work, the influence between transformative leadership and employee's creativity can be seen from creative self-efficiency. Based on research (Tierney and Farmer 2011), that someone who has high creative self-efficiency can produce creative performance and are more likely to engage in creative activities. This creative self-effectiveness can be produced through transformational leadership support through the development of knowledge and skills of employees (Avolio, B.J., Zhu, W., Koh, W. & Bhatia 2015). It can be concluded that creative self-effectiveness acts as a mediator of the influence between transformational leadership and employee creativity.

With regard to the objectives of the research, namely: analyze whether perceptions of transformational leadership directly affect the creativity of Bung Hatta University lecturers? Analyze if creative self-efficiency affects the creative capacity of professors at Bung Hatt University? Analyse whether creative self effectiveness mediates the influence between perceptions and transformational Leadership on the creativity of lecturers at BungHatta University?

Avolio, B.J., Zhu, W., Koh, W. & Bhatia (2015) defines that, perception as a process of organizing and interpreting sensory impressions to give meaning to the environment. Furthermore, Robbins argues that perception is the way an individual or a group sees something, and a person's perception of a reality will underpin one's behavior. The theory of transformational leadership is a type of leadership theory that has been at the forefront of many research on leadership over the last two decades (Dvir et al. 2002). An important aspect of transformative leadership has been to evaluate all followers who are considered to have the potential and ability to fulfil their commitment to the organization, as well as to provide an overview of their responsibilities in the future (Dvir and al. 2002). Besides, employee development and performance is the ultimate goal expected of this transformational leadership.

Further (Bass, Bernard 1999) states that, transformational leadership can occur when a leader expands and increases his interest in the interests of his followers, when the leader is able to move his follower to have a consciousness of the acceptance of the goals and mission of the organization, and when they can move the followers to see something beyond the personal interest, for the benefit of the group. A transformational leader will the above in a variety of ways, among others, a leader must have charisma in front of his followers and be able to inspire their followers, a leadership capable of meeting the emotional needs of his follower and a leader capable of intellectually stimulating his follows. A transformative leader does something more with his followers, and makes exchanges and deals with the followers who are eventually expected to maximum results as intended. A transformational leader, doing the following in communicating with his followers or an approach known as "Four I's" Avolio, B.J., Zhu, W., Koh, W. & Bhatia (2015). This approach consists of the influence of idealism, motivation by inspiring followers, motivating followers' minds and giving full attention to followers.

The creativity of employees is central to the long-term survival of an organization, because with creativity employees will be able to create useful new ideas or develop existing products or services. (Zhang and Bartol 2010). According to (Unsworth 2014) creativity can be part of employee work requirements. Zhou and George 2001 defines creativity in the workplace as the creation of innovations, useful ideas and solutions. Supervisors are asked to report how often each of their employees can be described according to the item (Tierney and Farmer 2011). When talking about creativity is definitely about innovation, there's a difference between creativity and innovation. Creativity tends to develop ideas that meet several aspects of being new, original, relevant and useful to the company. Meanwhile, innovation itself is the implementation of new ideas done by people within the company (Zhou and George 2001). An innovation produced by a company will start with creative ideas.

Creative self-effectiveness is defined as an individual's belief in his or her own abilities so that he or she can perform certain tasks better. Self-effectiveness refers to an individual's belief in their ability to perform an action in a particular situation. Bandura (1997), It affects what individuals want to, how they try to it, and how much effort they put into the process. The concept of self-efficacy can

be applied to any domain that allows performance to be improved, either at the general level or in more specific domains, such as creative self-efficacy or at a more specific level.

Creative self-effectiveness is defined as “the belief that a person has the ability to produce creative results” (Tierney and Farmer 2011). Self-efficacy is believed to be related to creativity, for example individuals are much more likely to engage in tasks if they assume they will something and assume themselves potentially successful. Besides, motivation for high behavior also occurs when one expects a positive outcome. (Bandura 1997) considers the development of self-efficacy as a function of self judgment and as a social construction that is relational. Likewise (Gist, M. E., & Mitchell n.d.) notes that employees' views of personal success derive from personal attributes as well as from information provided by other members of the company.

Development of the Perception Hypothesis of Transformational Leadership and Employee Creativity Several previous studies have shown varying results when looking at the influence of perception on transformational leadership on employee creativity. Jaussi and Dionne (2003) found that transformational leadership had no influence on individual creativity. The limited number of interactions between the respondents surveyed and their perception of the leader, resulting in this being irrelevant. While other results obtained from research (Zhou and George 2001) found that perceptions of transformational leadership on employee creativity showed positive results. This is also in line with the research (Gong et al. 2009). The results of the research are consistent with the study (Zhou and George 2001) in the cross sectional study and conclude that transformational leadership tends to enhance individual creativity over time and in a work environment setting that allows for good lead-under interaction relationships.

The transformational leadership style drives innovation from the employee side (Lockwood, 2007). Leadership is an important aspect of the work environment for employees (Oldham and Cummings 1996) ; (Dvir et al. 2002). Transformational leadership describes a condition of behavior carried out by a leader that consists of four dimensions: intellectual stimulation (that is, challenging the status quo and taking a new approach to the problem), charisma or ideal influence, inspirational motivation (i.e., giving energy to followers by articulating an interesting vision), and individual consideration (ie, supporting, mentoring, and developing followers). (Bass, Bernard 1999).

### **Hypothesis 1: Perceptions of Transformational Leadership Positively Impact on Employee Creativity**

An employee is more creative when he has developed a higher level of self efficacy (Tierney and Farmer 2011). The success of creative self-efficiency is a psychological development that leads to a positive outcome that ultimately creates the creativity of the work of the employee. Creative self-effectiveness and created employee creativity have a positive influence (Colquitt and Simmering 1998) Creative Self-effectiveness is defined (Bandura 1997) as the level of the ability of the individual to performance so that it can be better and is also the development of the psychological dimension of an individual that can create the individual's creativity in the work and fulfilment of their tasks. Employees who have creative self-effectiveness will perform the tasks assigned to the organization with unusual things. They're gonna find new ways to get the job done and get the most out of it. When they can do this, it will affect the creative ideas they can generate and create. Thus, creative self-efficiency will have an impact on employee creativity.

### **Hypothesis 2: Creative self-effectiveness has a positive impact on employee creativity.**

Creative Self Effectiveness Mediates the Relationship of Perceptions to Transformational Leadership in Employee Creativity Some previous research shows that self-motivation is a mediator of perceptions of transformational leadership to employee creativity (Jaussi and Dionne 2003). Meanwhile (Zhou and George 2001), using two mediator variables, positive self-efficiency and intrinsic motivation, to see the influence of perception on transformational leadership on employee creativity. The results found that what positively mediates is only creative self-effectiveness. Further (Gong et al. 2009) suggests that the creative self-efficacy of employees is a mediator of the influence of perception on transformational leadership on employee creativity.

Tierney and Farmer (2011) stated that when employees have a higher level of creative self-efficiency and their perception of transformational leadership is also high, then employee learning orientation seems conducive to the formation and maintenance of employee creative ideas. One potential explanation for this mediation effect is that creative self-effectiveness reflects the knowledge and skills as well as the intrinsic motivation to be creative. In addition to intrinsic motivation, purpose-based motivation can be driven by the creative self-efficiency of employees, because those who have high creative self efficiency can set higher creative goals for themselves. Besides, a perception of transformational leadership that encourages employees to explore their duties to goals, will create a well-established employee experience, thereby enhancing the employee's creative self-efficiency. When employees feel and believe that they are capable of solving the problem, then creative ideas and creative actions will emerge from the employees. (Gong et al. 2009) Thus, creative self-efficiency mediates the influence of perception on transformational leadership on employee creativity.

### Hypothesis 3: Creative Self-Effectiveness Mediates Perceptive Relationship to Transformational Leadership on Employee Creativity

## 2. RESEARCH METHOD

The method of sampling in this research is purposive sampling with non probability samplings. The method is a technique of taking samples with certain considerations or criteria that correspond to the purposes of the research. (Cooper dan Schindler, 2011). The criterion is a professor of Bung Hatta University who has a term of work > 1 year. The data analysis method used in this study uses the Partial Least Square (PLS) approach. PLS is defined by two equations, namely the inner model and the outer model. The internal model determines the specification of the relationship between the constructs and the other constructs, while the external model defines the relation specification between the structures and their indicators. PLS can work for the model of the constructive relationship and its indicators that are effective and formative.

## 3. RESULTS AND DISCUSSIONS

As for the measurement model for validity and rehabilitation tests, the determination coefficient of the model and the path coefficient for the equation model, can be seen in Figure 1 below:

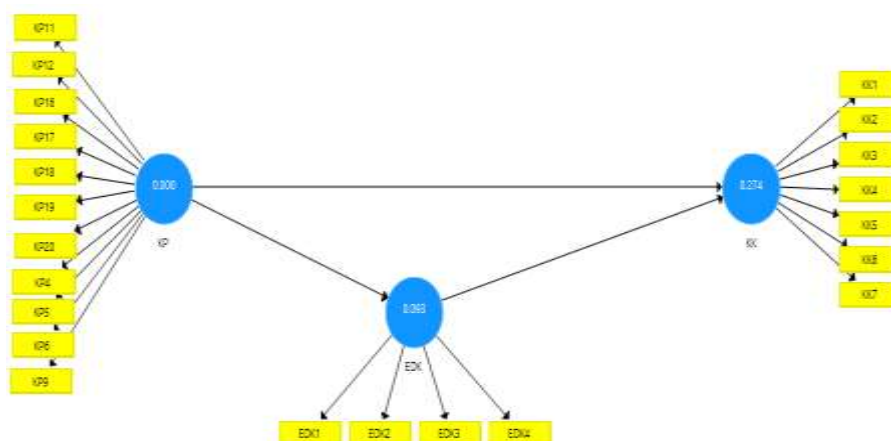


Figure 1 display of measurement model output Source: SmartPLS 32.0 M3 Data Process Results (2023)

Convergent validity is assessed based on the correlation (outer loading) between the score of the item or indicator (component score) and the construction score. Convergence validity is said to be high if the load value or correlation of the indicator score with a construction score above 0.70 is lower than 0.70 and the indicators loaded are dropped from the analysis and reestimated. Table 1 shows the outer loading value of the indicator on the second reflective construction. In the study this time two re-estimation processes were carried out because in the test in the previous phase found

some indicators that did not meet the validity test, so that invalid indicators were deleted and then performed run data back. The reliability test results are described with internal consistency that can be seen from the composite reliability value of the indicator on the reflective construction, a good composite reliability value according to Bagozi and Yi is  $> 0.7$ , Cronbachs alpha  $> 0.6$  and an AVE value  $> 0.5$ .

**Table 1** Convergent Validity Analysis Results

Construct	ITEM	OUTER LOADING	CA	CR	AVE
Creative Self-Effectiveness	EDK1	0.779	0,861	0,905	0,704
	EDK2	0.856			
	EDK3	0.873			
	EDK4	0.846			
Transformational Leadership	KP4	0.732	0,940	0,947	0,620
	KP5	0.764			
	KP6	0.799			
	KP9	0.783			
	KP11	0.807			
	KP12	0.780			
	KP16	0.756			
	KP17	0.890			
	KP18	0.818			
	KP19	0.773			
Employee Creativity	KK1	0.782	0,879	0,906	0,580
	KK2	0.790			
	KK3	0.769			
	KK4	0.722			
	KK5	0.802			
	KK6	0.740			
	KK7	0.722			

SmartPLS 32.0 M3 Data Processing Results (2023)

In table 1, we can see that the outer loading value of all the indicators of creative self-efficiency, employee creativity and transformational leadership can all be said to be valid because it is already larger than 0.7. So we can proceed to the next analysis of discriminant validity. Discriminant validity is used to determine the uniqueness of a structure (variable) from another structure.

**Table 2** Discriminant Validity with the Fornell-Larcker Criterion Method

	EDK	KK	KP
EDK	0.839		
KK	0.715	0.762	
KP	0.379	0.295	0.787

SmartPLS 32.0 M3 Data Processing Results (2023)

Based on the data processing results, it is apparent that the latent variable correlations are larger than the variables to other latent variables. Can be seen on the variable EDK has a value of 0.839, value of KK 1,000, value of MP 0.762, value of KP 0.787. Of all the variables that have already met the rule of thumb of the Fornell Larcker Criteria (Fornell dan Larcker, 1981). Structural models in PLS are evaluated using predictive relevance (Q<sup>2</sup>) and predictive power (R-Square) for dependent variables and path coefficient values for independent variables which are then evaluated statistically and p value. The magnitude of the coefficient value of each line can be seen from the original value of the interconstructive sample.

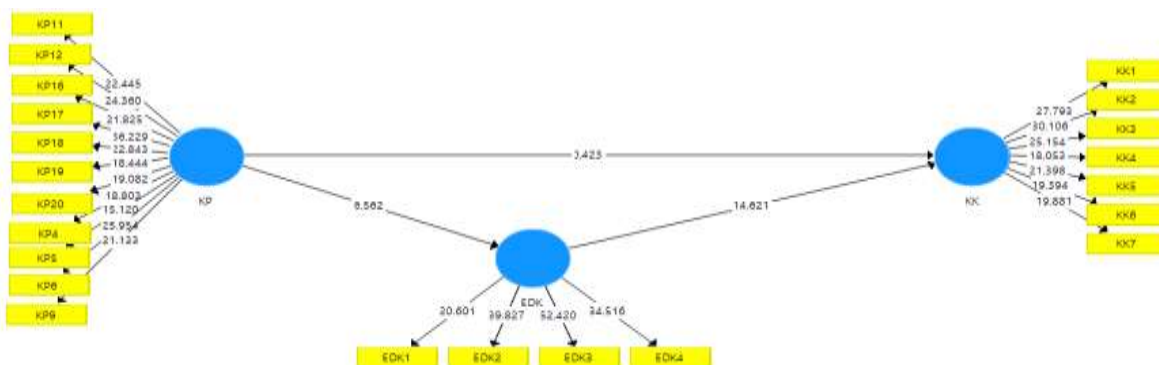
Predictive Relevance (Q2) and predictive power (R2) are the values seen from the reduction where the value of Q2 > 0 is said to have the predicative relevance value. According to Henseler et al (2009) values 0,02, 0,15 and 0,35 of Q2 values are successively weak, moderate and strong. Values R2 indicate the magnitude of the variable that can be explained by independent variables, according to Cohen (1988) values 0.02, 0,13 and 0,26 of R2 value are successive weaker, moderately and strongly. The values of Q2 and R2 can be seen in the table below:

**Tabel 3** Q-Square dan R-Square

Construct	R Square	Conclusion	Q Square	Conclusion
EDK	0,143	Weak	0,093	Weak
KK	0,512	Strong	0,274	Strong

Source: SmartPLS 3.0 M3 Data Process Results (2023)

In table 3 above it can be seen that the R square of EDK is 0.143 which means that creative self-efficiency is 14.3% (weak), while the Q square on EDK was 0.093 in other words, creative self efficiency predicts transformational leadership belongs to the lowest category. Structural Model Assessment The structural model assessment is required to see the relationship of the latent variable with the other latente variables, the results of the structural analysis of the model evaluation can be seen in the following diagrams and tables:



**Figure 2** Structural Model Assessment

The value of the path coefficient or inner model indicates a degree of significance in the hypothesis test. The path, or internal model score indicated by the T-statistic value, must be above 1.96 for two-tailed hypotheses with  $\alpha = 0.05$  and above 196 for two -tailed hypotheses with  $\alpha = 0.10$  (Hair 2015). Table 4.6 below shows the significance values of all the hypotheses tested in this study.

**Table 4** Hypothesis Test Results

Hypothesis	Original Sample	T Statistics	P Value	Conclusion
KP -> KK	0,028	0,423	<b>0,673</b>	Not Supported
EDK -> KK	0,704	14,621	<b>0,000</b>	Supported
KP -> EDK -> KK	0,267	6,311	<b>0,000</b>	Supported

Source: SmartPLS Data Process Results 3.0 M3 (2023),\*) Significant at  $p < 0.05$  (two-tailed)

Table 4 above shows the significance of the inter-variable path in the structural model seen from t statistics between variables. Each independent variable tested in this research structural model has a significant influence on its dependent variable. This is proven by T-statistics values that are all greater than 1.96 (two-tailed trials,  $\alpha = 0.05$ ). Inter-variable relationship tests show that transformational leadership towards employee creativity is positive (0,028) and significant at  $\alpha = 0,05$

with a statistical value of  $0,423 < 1,96$  and a p-value of  $0,673 > 0,05$  so it can be concluded that the first hypothesis is not supported.

The second hypothesis looked at the influence of the variable of creative self-efficiency on the creativity of employees, obtained a positive result (0,704) and significant at  $\alpha = 0.05$  with a statistical value of  $14.621 > 1.96$  and a p-value value of  $0,000 < 0.05$  so that it could be concluded that the second hypothesis is supported. On the third hypotheses, creative self-effectiveness is the mediation of the positive relationship of transformational leadership to employee creativity, obtaining a positive outcome (0,267) and significant on  $\alpha = 0.05$  with the statistical value of  $6.311 > 1.96$ , and the p-valued value of  $0.000 < 0.05$ , so it can be inferred that the third hypothetics are supported.

Transformational Leadership towards Employee Creativity Obtained a positive (0.028) and significant result at  $\alpha = 0.05$  with a statistical value of  $0.423 < 1.96$  and a p-value of  $0.673 > 0.05$  so it can be concluded that the first hypothesis is not supported. From the perspective of social cognitive theory (Bandura, 1997), transformational leadership is an important external factor in employee learning. Transformational leaders are involved in the intellectual stimulation of employees, regulate expectations for creativity and serve creative roles for employees. Because transformational leader is charismatic and inspiring, employees tend to be present and learn from them.

The test results showed positive (0,704) and significant results at  $\alpha = 0.05$  with a statistical value of  $14.621 > 1.96$  and a p-value of  $0,000 < 0.05$ , so it can be concluded that the second hypothesis is supported. This is in line with Tierney and Farmer's study (2002), which states that employees are more creative when they have developed higher levels of self-effectiveness. The success of creative self-efficiency is a psychological development that leads to a positive outcome that ultimately creates the creativity of the work of the employee. Creative self-effectiveness and created employee creativity have a positive influence (Colquitt and Simmering 1998).

Creative Self Effectiveness mediates the relationship of perception to transformational leadership on employee creativity. Positive (0,267) and significant results were obtained at  $\alpha = 0,05$  with a statistical value of  $6,311 > 1,96$  and a p-value of  $0,000 < 0,05$  so that it could be concluded that the third hypothesis was supported. This is in line with research (Tierney and Farmer 2011) stating that when employees have higher levels of creative self-efficiency and their perception of transformational leadership is also high, then employee learning orientation seems conducive to the formation and maintenance of employee creative ideas. One potential explanation for this mediation effect is that creative self-effectiveness reflects the knowledge and skills as well as the intrinsic motivation to be creative. In addition to intrinsic motivation, purpose-based motivation can be driven by the creative self-efficiency of employees, because those who have high creative self efficiency can set higher creative goals for themselves. Besides, a perception of transformational leadership that encourages employees to explore their duties to goals, will create a well-established employee experience, thereby enhancing the employee's creative self-efficiency. When employees feel and believe that they are capable of solving the problem, then creative ideas and creative actions will emerge from the employees. (Gong et al. 2009).

#### 4. CONCLUSIONS

Based on the results of the analysis of the above studies, the following conclusions can be drawn the relationship of transformational leadership to individual creativity is positive (0,028) and significant at  $\alpha = 0,05$  with a statistical value of  $0,423 < 1,96$  and a p-value of  $0,673 > 0,05$  so that it can be concluded that the first hypothesis is not supported. So it can be concluded that the leadership demonstrated by leaders at Bung Hatta Padang University has not been able to stimulate the creative creation of lecturers, one of them when teaching. This could have happened when lecturers perceive the transformational leadership of leaders in the campus environment is considered exaggerated and employees tend to dislike the change brought by leaders.

Second hypothesis the relationship between creative self-efficiency and employee creativity indicates a positive result (0,704) and a significant result at  $\alpha = 0.05$  with a statistical value of  $14.621 > 1.96$  and a p-value of  $0,000 < 0.05$  so that it can be concluded that the second hypothesis is supported. It can be concluded that the creative self-effectiveness of lecturers at Bung Hatta Padang University affects the level of creativity of those lecturers. Creative self-effectiveness is defined by

*Elfitra Azliyanti, The Influence of Perceptions of Transformational Leadership on Lecturer Creativity with Creative Self Efficacy as Mediator*



Bandura (1997) as the level of the individual's ability to performance so that it can be even better and is also the development of the psychological dimensions of an individual that can create the creativity of such an individual in the work and the completion of their tasks.

Last hypothesis creative Self-effect is the mediation of the relationship of Perception to Transformational leadership on employee creativity which from the results of the research obtained a positive result (0,267) and significant at  $\alpha = 0.05$  with a statistic value of 6,311 > 1.96 and a p-value value of 0,000 < 0.05 so it is possible to conclude that the third hypothesis is supported. So it can be concluded that the creative self-effectiveness of Bung Hatta Padang University lecturers mediates their perception of transformational leadership towards the creativity of lecturers.

## REFERENCES

- (Avolio, B.J., Zhu, W., Koh, W. & Bhatia 2015). Transformational leadership and organizational commitment : Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior*, 25 (8): 951-968.
- (Bandura 1997). Self-efficacy: The exercise of control. *New York: Freeman*.
- (Bandura 1999). Social Foundation of Thoughts and Action: A Social Cognitive Theory . *Prentice Hall*, Englewood Cliffs: NJ.
- (Colquitt and Simmering 1998) ). Conscientiousness, goal orientation, and motivation to learn during the learning process: A longitudinal study. *Journal of Applied Psychology*, 83(4), 654-665.
- (Dvir et al. 2002). Impact of transformational leadership on follower development and performance : A field experiment. *The Academy of Management Journal*, 45 (4): 735-744.
- (Bass, Bernard 1999). "Two Decades of Research and Development in Transformational Leadership", *European Journal of Work and Organizational Psychology*, Vol. 8, pp. 9–32.
- (Imam 2015) ). Structural Equation Modelling Metode Alternatif dengan Partial Least Square (PLS).Semarang: Badan Penerbit Universitas Diponegoro.
- (Gist, M. E., & Mitchell n.d.). Self-efficacy: A theoretical analysis of it determinants and malleability. *Academy of Management Review*, 17, 183–211. doi: 10.2307/258770
- (Gong et al. 2009). Human resources management and firm performance: The differential role of managerial affective and continuance commitment. *Journal of Applied Psychology*, 94(1), 263-275.
- (Hair 1973). Multivariate data analysis. 7<sup>th</sup> ed. Upper Saddle River, NJ: Prentice Hall.
- (Hair 2015). A Primer on Partial Least Square Structural Equation Modelling (PLS-SEM). CA: Sage.
- (Jaussi and Dionne 2003) . Leading for creativity: The role of unconventional leader behavior. *Leadership Quarterly*, 14: 475– 498.
- (Lee et al. 2016) ). Socialization Tactics, Self Efficacy and Newcomers Adjustment to Organizations. *Academy of Management Journal*, 29, 262-279.
- (Unsworth 2014). *Unpacking Creativity. The Academy of Management Review*. Vol. 26, No. 2 pp. 289-297.
- (Oldham and Cummings 1996). Employee creativity: Personal and contextual factors at work. *Academy of Management Journal*, 39: 607–634.
- (Tierney and Farmer 2011). Creative self-efficacy: Potential antecedents and relationship to creative performance. *Academy of Management Journal*, 45: 1137–1148.
- (Dvir et al. 2002). "Transformational leadership and follower creativity: The mediating role of follower relational identification and the moderating role of leader creativity expectations", *The Leadership Quarterly*, Vol 26, pp. 286-299.
- (Wang, Tsai, and Tsai 2014) . Linking Transformational Leadership and Employee Creativity in The Hospitality Industry: The Influences of Creative Role Identity, Creative Self-Efficacy, and Job Complexity. *Tourism Management*, 40, 79-89.
- (Zhang and Bartol 2010) . Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation and creative process engagement. *Academy of Management Journal*, 53(1), pp.107-128.
- (Zhou and George 2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal*, 44: 682–69