

# Effects of Proactive Personality, Transformational Leadership and Perceived Organizational Support on Employee Creativity: The Role of Work Meaning as a mediating variable

Suryandari Istiqomah<sup>1</sup>, Asri Laksmi Riani<sup>2</sup>, Sarwoto Sarwoto<sup>3</sup>

<sup>1,2,3</sup> Faculty of Economic and Business, Universitas Sebelas Maret (UNS), Surakarta, Indonesia

suryandari.istiqomah@staff.uns.ac.id<sup>1</sup>

## Article Info

Volume 82

Page Number: 3657 - 3676

Publication Issue:

January-February 2020

## Abstract:

This study aims to examine the effect of proactive personality, transformational leadership and perceived organizational support (POS) on employee creativity in the hospitality industry. In addition, this study wants to examine the meaning of work as a mediating variable of the effect of proactive personality, transformational leadership and perceived organizational support on employee creativity. This research was conducted using a survey method through questionnaires to hotel frontliner employees in 3 to 5 star hotels in the cities of Surakarta and Semarang, Central Java, Indonesia. Purposive Sampling is applied to select the sample by selecting employees who have worked for 3 months with the current leader or in the current job so they can provide answers in accordance with what is felt. Of the 350 questionnaires distributed, 302 were returned, of which only 291 were completed properly and viable for use in the research then processed with PLS. The results show that proactive personality, transformational leadership and POS directly influence employee creativity. In addition this study found that the meaning of work mediates the influence of proactive personality, transformational leadership and POS on employee creativity. These results indicate that organizational factors such as transformational leadership and POS can increase the creativity of hotel employees that are needed to provide excellent service for customers. In addition, the study found that employee creativity can be improved by influencing proactive personality, transformational leadership and POS through the meaning of work.

## Article History

Article Received: 18 May 2019

Revised: 14 July 2019

Accepted: 22 December 2019

Publication: 20 January 2020

**Keywords:** Employee Creativity, Proactive Personality, POS, Transformational Leadership, Meaning of work

## I. INTRODUCTION

In the competitive business environment, creativity is an important asset for companies. Employee creativity can help organizations meet consumers' needs, which from day to day are becoming increasingly diverse and complex. Employee creativity is an important component in an organization, and a source of competitive excellence which is believed can make an important contribution to the innovation, growth, performance, success, and business continuity of the organization (Amabile, 1988; Ford, 1996;

Zhou & Hoever, 2014; Zhou & Shalley, 2011; Ibrahim, Isab, & Shahbudin, 2016). Employee creativity can be defined as the outcome of new ideas and ideas that are useful in relation to the product, service, process, and procedure of an organization, as a creative solution for business problems, creative business strategies, and creative change in the work process (Amabile, 1988; Oldham & Cumming, 1996; Zhou & Shalley, 2003; Shalley & Gilson, 2004). Employees who have creative ideas can apply and develop their ideas in their work, share or transfer

their ideas to other employees in the same team or other employees in the organization (Istiqomah and Wibowo, 2017). Since the benefit of employee creativity is crucial for an organization, it is important to know the factors that influence creativity in an organization.

In general, employee creativity can be produced by the employee's own personal character, the work environment, and interaction between the two (Woodman, Sawyer, & Griffin, 1993; Shalley, Zhou, & Oldham, 2004; Zhou & Shalley, 2003). One personal factor that is thought to influence creativity is a proactive personality. Bateman and Crant (1993) define proactive personality as the tendency for individuals to become involved in active role orientations such as initiating change and influencing their environment. Proactive individuals are inclined to be opportunistic, to have initiative, to have the courage to act and persevere until they succeed in achieving meaningful change, and not afraid of taking risks, because trying new things that they have never done before, for which the outcome is uncertain, means that they must also have the courage to make mistakes. Research by Seibert et al. (2001) finds that proactive personality is positively related to an individual's innovative behaviour, such as developing new ideas and showing innovation in the person's work. Nevertheless, the types of mechanism involved continues to be a topic of broad interest. Furthermore, Kim, Hon and Lee (2010) write that to date there are few studies that focus on investigating how proactive personality influences employee creativity. Therefore, research about the ways proactive personality influences employee creativity is still very relevant.

Of the numerous factors influencing employee creativity, the organizational factor and leadership attributes are two of the contextual factors that are often used as antecedents of employee creativity (McMahon & Ford, 2013; Cheung, 2011). Perceived organizational support and

transformational leadership are the contextual factors in an organization that are regarded as the main supporting variables for achieving employee creativity in an organization. Perceived organizational support is the extent to which employees believe that the organization values the contribution they have made to the organization and the organization's degree of concern for employees' welfare (Eisenberger et al., 1986). Based on the norms of reciprocity conceived by Coyle-Shapiro and Conway (2005), and the Blau's theory of social exchange (1964), it can be said that when employees feel supported by their organization, they will have a desire to repay the organization's support by working harder and giving all that they have.

Transformational leadership is an important variable that can increase employee creativity in an organization. Several previous studies have found that transformational leadership influences employee creativity (Gong, Huang, & Farh, 2009; Van Knippenberg, Schippers, & Stam, 2010; Wang et al., 2014). However, many researchers continue to debate the mechanisms underlying the ways that transformational leadership influences employee creativity (Eisenbeis & Boerner, 2013; Gong et al., 2009). Therefore, research to discover how transformational leadership influences employee creativity is still very relevant.

Many previous studies have used mediating variables to link transformational leadership, POS and proactive personality to employee creativity, such variables include creative self-efficacy, intrinsic motivation, work motivation, job satisfaction, creative role identity (Gong, Huang, & Farh, 2009 ; Hornga, Tsai, Yang, Liu & Hu, 2016, Gun Kim & Yol Lee, 2012; Wang, Tsai & Tsai, 2014). However, not many studies have used meaning of work as a mediating variable between transformational leadership, POS and proactive personality in employee creativity. Meaning of work is a collection of values, beliefs, attitudes, and expectations that people have in relation to

their work (Gaggioti, 2006). Meanwhile, Morin and Dassa (2006) define meaning of work as the balance between the employees' characteristics and the employees' expectations. A person's mood will affect how employees produce creative ideas. For instance, a positive mood may cause employees to work more effectively and creatively, and may increase productivity and efficiency (Liu, 2016). Therefore, there is still a great deal of evidence to look at how the meaning of work as a mediating variable affects employee creativity.

To fill the gap this research wishes to test the direct influence of proactive personality, POS, and transformational leadership on employee creativity. Furthermore, it intends to investigate the influence of proactive personality, POS, and transformational leadership on employee creativity that is mediated by meaning of work. This research will be carried out in the hotel industry which developments in the tourism industry, which is one of the main driving forces for the new economy, have caused rivalry within the industry, one example being the increasingly fierce competition in the hotel industry as a result of the emergence of new hotels. In Central Java alone the number of hotels has experienced a significant growth of 25% (Kompas.com, 2017). Akgunduz, Alkan, and Gok (2018) also state that in the hotel industry, service is produced through interaction between the personalities of the employee and the consumer, so it is important to explore the role of the employee's personality. Moreover one industry with competitive rivalry which requires creative ways for serving its customers is the hotel industry. In the hotel industry, it is essential always to give the best quality of service by offering creative and innovative services to clientele. These creative and innovative services can be achieved by improving the creativity of employees (Kompas.com, 2013).

## THEORITICAL RESEARCH FRAMEWORK, LITERATURE REVIEW, AND HYPOTHESIS DEVELOPMENT

### II. THEORITICAL RESEARCH FRAMEWORK

This section presents a theoretical research framework used in this study. Before formulating this research framework, we traced several previous studies to trace the research gap on employee creativity. From the tracking results the research proposes to test the effect of proactive personality, POS and transformational leadership on employee creativity. In addition we also use the meaning of work variable as a mediating variable for the influence of proactive personality, POS and transformational leadership on employee creativity. The hypothesized model is illustrated in Figure 1.

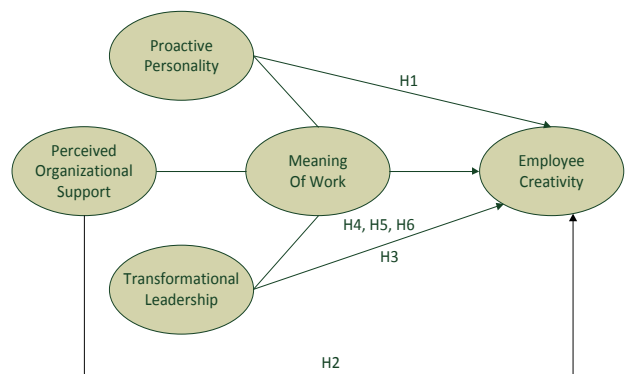


Fig.1. Research Model

Source : Akgunduz, Alkan, and Gok (2018);  
Pradan and Pradan (2016)

### III. LITERATURE REVIEW

#### *Proactive Personality*

Bateman and Crant (1993) define proactive personality as the tendency for individuals to become involved in active role orientations such as initiating change and influencing their environment. Individuals with a proactive personality are better at identifying opportunities, displaying initiative and taking action, and have a strong determination to realize significant change, making it easier for them to achieve successful

work performance. Proactive individuals make career prospects their goal so they work actively to manipulate their environment and search for information and new practices for improving their work performance, unlike passive individuals who merely adapt to unwanted situations and react passively to work situations they are presented with (Seibert et al. 2001; Bateman and Crant 1993). Parker et al. (2010) write that proactive employees possess three main attributes: they are oriented to change, start with themselves, and focus on the future. Proactive employees are more likely to identify opportunities and to follow them up by exceeding normal work expectations, and take action to accumulate the resources for making constructive change (Seibert et al., 2001; Van Dyne & LePine, 1998; Gong et al., 2012).

#### *Perceived Organizational Support*

Perceived Organizational Support is the level of belief or sensitivity or assumption of employees about how their organization values the contribution they have made to the organization and how concerned the organization is for employees' welfare (Eisenberger et al., 1986; Simosi, 2012). In other words, POS can be understood to mean that employees will feel safe in their organization and use the organizational support they receive (Akgunduz, Alkan, and Gok, 2018). Employees who receive support from an organization will be inclined to continue working in the same organization as long as the organization cares about their welfare and assigns them important operational tasks (Joo, Hahn, and Peterson, 2015).

Rhoades and Eisenberger (2002) write that there are two main antecedents of POS, namely perceived supervisor support and procedural justice. Perceived supervisor support refers to the belief that the supervisor, as an agent of an organization, is responsible for evaluating the employees, communicating the goals of the organization, and showing appreciation.

Meanwhile, Greenberg (1990) states that procedural justice is the perception of organizational justice in the distribution of resources. If employees feel that the organization is fair in its distribution of resources, in various forms such as training and employee development, its utilization of employees' skills, and its appreciation of employees' rights, they will feel that their contribution is valued and supported by their organization (Ibrahim et al., 2016; Shore and Shore, 1995; Fu and Lihua, 2012).

#### *Transformational Leadership*

Bass (1985) states that transformational leadership describes a class of behaviour that is exhibited by a leader and consists of four dimensions: intellectual stimulation, charisma or idealized influence, inspirational motivation, and individualized consideration. Leaders who offer intellectual stimulation endeavour to stimulate and improve their employees' skills by inviting them to think about problems in new ways and from new perspectives or new positions. Intellectual stimulation can set expectations for creativity in solving problems within an organization (Bass and Avolio, 1995; Sosik et al., 1997). Charisma and idealized influence refers to the power and influence of leaders to make their followers accept them as role models so that the employees will be inclined to learn a lot or to follow what their leader does. Northouse (2004) says that transformational leaders have high standards and moral values, as well as abiding by a behavioural code of ethics and presenting a clear vision and mission so that their followers respect and admire them. Inspirational motivation refers to the way leaders raise their employees' level of motivation above what is expected. Bass and Avolio (1990) write that as inspirers, transformational leaders improve their followers' ability to develop new ideas, precepts, and methods when dealing with problems. Moreover transformational leaders are leaders who are successful in changing the focus



of their followers from their own personal interests to a collective vision, and who inspire and encourage their followers to produce results that exceed expectations, which is made possible by applying a higher level of trust and value for employees to perform tasks other than those that are expected (Rubin et al., 2005; Bushra et al., 2011; Chi and Pan, 2012).

### *Meaning of Work*

Work is an important part of a person's life and an activity that people spend most of their time doing. Therefore, when employees do their job, they are not only wanting to make money but hoping that their work will have significance in their lives (Steger, Dik, & Duffy, 2012; Baumeister, 1991). According to Hackman and Oldham (1980), meaning of work is related to finding work that is meaningful, valuable, and worth devoting time to. Cartwright & Holmes, (2006) say that meaning of work is the reciprocal relationship between an employee's inner capacity and the factor of context in the workplace. This can be related to the employees' perceived understanding of the purpose of a task or goal in the workplace and their ideals or standards (Akgunduz, Kizilcalioglu and Sanli, 2008). When employees feel that their work is meaningful, they will feel psychologically empowered. Thomas and Velthouse (1990) also state that meaning of work is a dimension of psychological empowerment that comprises impact, meaning, competence, and self-determination. When employees feel that their work is important and meaningful, they feel psychologically empowered (Quinn & Spreitzer, 1999). A number of research results show that a high meaning of work enables employees to gain a positive impact from their work experiences, to improve their performance, to become more involved in their work, and to contribute more to the organization (Wingerden and Stoep, 2018; Spreitzer et al., 1997; Zhang et al., 2018).

### *Hypothesis Development*

#### *Proactive Personality and Employee Creativity*

Proactive employees anticipate future outcomes and take action to accumulate the resources for making constructive change (Gong et al., 2012). An individual with a proactive personality is more inclined to suggest new methods for performing tasks to achieve goals, and to come up with new ideas for improving performance compared with individuals who are passive. As a result, proactive individuals are inclined to be actively involved in updating their knowledge and skills and identifying new work processes.

A number of previous research results show that proactive personality has a positive influence on performance, career success, commission, entrepreneurship, promotion, work achievement, organizational commitment, and social networking, as well as encouraging supportive behaviour and several other positive cultural elements (Brown et al., 2006; Thomas et al, 2010; Kirkman & Rosen, 1999; Hong, Liao, Raub, & Han, 2016). Proactive behaviour, such as displaying initiative, exceeding normal work expectations, and being oriented to change, appears to have a positive effect on creativity (Kim, Hon, dan Crant, 2009; Parker, Bindl, & Strauss, 2010). Based on the above explanation, the following hypothesis can be formulated:

*H1: Proactive Personality has a positive influence on employee creativity.*

#### *Perceived Organizational Support and Employee Creativity*

Several research studies have shown that POS has a positive impact for an organization, on various aspects such as performance, commitment, proactive personality, and employee creativity (Rhoades & Eisenberger, 2002; Joo et al., 2015; Arefin, Raqui, and Ari, 2015; Zhou & George, 2001; Ibrahim et al., 2016). Coyle-Shapiro and Conway (2005) claim that if employees feel recognized by their organization, it increases their

motivation to help the organization achieve its goals. According to the theory of social exchange introduced by Blau (1964) and the norms of reciprocity (Gouldner, 1960), employees who experience positive behaviour from an organization tend to respond to the favourable treatment they have received by giving back the same kind of positive and beneficial behaviour to the organization. One way of doing this is to behave positively in relation to their work in order to achieve the organization's goals.

This is more important in organizations which require creativity in the way they serve their customers, in order to achieve competitive excellence, such as in the hotel industry. According to Choi et al., (2010), if creativity is something an organization considers valuable, employees who receive organizational support will become more involved in various forms of creativity, and subsequently communicate the values of creativity and institute a culture that reinforces these values and creative management. Ibrahim et al., (2016) state that if an organization gives a high level of support to creativity, it will encourage employees to create new ideas and new methods in their work. Zhang, Buckman and Wei (2016) write that employees with high POS will tend to improve their performance through self-development in order to acquire expert skills, which are an important component of creativity. Richardson, Yang, Vandenberg, DeJoy, and Wilson, (2008) state that POS can reduce employees' anxiety, enabling them to make new, possibly risky, decisions because they feel supported by the organization. Yu and Frenkel (2013) describe in more detail three main mechanisms through which POS can influence creativity, namely sense of obligation, work unit identification, and career success expectations. Based on the above explanation, the following hypothesis can be formulated:

*H2: Perceived Organizational Support has a positive influence on employee creativity.*

### *Transformational Leadership and Employee Creativity*

Leadership is regarded as one of the main factors that can influence employee creativity. Various types of leadership have been connected with employee creativity, but out of all the existing types of leadership, transformational leadership has been most used by researchers to look at influence on employee creativity. Through individualized consideration, transformational leaders demonstrate empathy, consideration, and support for employees by listening to their individual problems and helping them overcome the fear to challenge the status quo, thus leading them to a higher level of creativity.

Transformational leaders have a clear vision and the necessary skills for encouraging employees to use new methods that offer creative solutions for the various problems that exist in an organization (Bass, 1985; Boerner et al., 2007). According to Abbas et al., (2012), a transformational leader is an effective analyst who is oriented towards outcome and encourages the use of new methods which promote change and creativity in an organization (Abbas et al., 2012). Transformational leadership motivates employees to contribute to problem solving and decision making, by stimulating and encouraging critical thinking and individual solution development (Schweitzer, 2014). A transformational leader has a close connection with other determining factors that help to build a creative workplace, and this includes having a clear vision, and providing encouragement, autonomy, and promotion to make innovations (Elkins & Keller, 2003). Transformational leaders encourage their followers to have the self-confidence to develop new ideas, stimulate them to make decisions through new methods, and do not blame employees if the decisions they make fail (Herrmann and Felfe, 2014). Tierney et al. (1999) write that the characteristics of a transformational

leader's behaviour inspires employees' creativity. Ultimately, this causes employees to become intrinsically motivated, and is thus a primary source for promoting their creativity. Based on the above explanation, the following hypothesis can be formulated:

*H3: Transformational Leadership has a positive influence on employee creativity.*

*Proactive Personality, Meaning of Work and Employee Creativity.*

Although numerous research results have shown that proactive personality is positively related to employee creativity, many researchers continue to question the mechanisms involved (Jiang & Gu, 2015). Barrick and Mount (2005) write that the main mechanism in which personality can influence work behaviour is through motivation. One variable of motivation that is sometimes used is meaning of work, as a mediator variable between proactive personality and employee creativity. Rosso et al. (2010) believe that meaning of work is an important mediator for determining employees' attitudes and behaviour in an organization. Through the motivation of meaningful work, employees can show better performance than employees who do not receive such support (Jung & Yon, 2016).

Employees with a proactive personality are inclined to be proactive in identifying new opportunities both inside and outside the organization in order to improve their careers. Bergeron, Schroeder, & Martinez, (2014) state that individuals with proactive personalities are open to new work experiences and tend to be attracted to jobs that have a high meaning of work for supporting their careers. Individuals with this type of personality will take risks if necessary to find new jobs that suit the characteristics of their personality. Employees with a high meaning of work will also give their best to help achieve the goals of their organization by creating new creative ideas which will make them feel satisfied

with their jobs (Tongchaiprasit & Ariyabuddhiphongs, 2016). Redmond, Mumford and Teach (1993) also find that if employees feel suited to the organizational values and work standards in an organization, they will exhibit the behaviour desired by the company, such as becoming more innovative and creative. Based on the above explanation, the following hypothesis can be formulated:

*H4: Meaning of Work mediates the relationship of proactive personality with employee creativity.*

*Perceived Organizational Support, Meaning of work and Employee Creativity.*

The inconsistency of different research results that relate POS with employee creativity is possibly due to the indirect relationship between POS and employee creativity. One of the variables that can be used here is meaning of work. According to Allen, Eby, Poteet, Lentz, & Lima, (2004), meaning of work can be used as a mediator in the relationship of Perceived Organization Support (POS) with employee creativity, because when employees perceive they are receiving support from their organization for their contribution, they will feel valued for their work and the work will become meaningful, and when employees have a high meaning of work, they will endeavour to give their best to the organization by thinking creatively (Akgunduz, Alkan, Geok, 2018). Employees who feel they are supported by their organization are inclined to exhibit positive reciprocity by making a greater contribution so that the organization can achieve its goals. Organizational support for employees may be in the form of providing development, training, knowledge, and support with various resources and opportunities, so that the employees feel their work is valued by the organization (Tolay, Sürgevil, & Topoyan, 2012; Spreitzer, 1995; Fook, Brinten, Sidhu, & Foo, 2011). In addition, employees who perceive their work to be meaningful, important, and valued in an

organization will develop a desire to become involved in creative activities by forming new ideas and new methods in the organization, thus influencing the employees' creativity (Brown et al., 2000; Sun, Zhang, Qi, & Chen, 2012). Based on the above explanation, the following hypothesis can be formulated:

*H5: Meaning of Work mediates the relationship of perceived organizational support with employee creativity.*

#### *Transformational Leadership , Meaning of Work and Employee Creativity.*

Although numerous research findings show that transformational leadership influences employee creativity, the mechanisms involved are still a cause for debate among researchers. Meaning of work can be used as a mediator variable between transformational leadership and employee creativity. Shamir et al. (1993) show that one mechanism for explaining the relationship between transformational leadership and organizational performance is a mechanism about the self-concept of followers, which is related to their collective identity and therefore has the ability to motivate them to give more to their group or their organization.

Judge & Piccolo, (2004) state that transformational leadership can increase the emotional attachment of followers and draw from them extra roles, by attaching greater meaning to their work. By displaying inspirational behaviour and articulating an attractive vision, a transformational leader will be able to bring followers to find meaning in their work, so that they go on to make a valuable contribution for the organization (Pradhan & Pradhan, 2016). Inspirational motivation will increase the intrinsic motivation of followers, because they perceive their work to be meaningful, and produce a positive outcome. People with a high meaning of work will consider their role to be central and important in an organization, be inclined to enjoy

the positive benefits of their work, and have a high work spirit (Harpas & Fu, 2000; Britt et al., 2007). Furthermore, employees who have a high meaning of work, and consider their work to be important and meaningful for their company, will try to give their best performance for the company. Pradhan and Pradhan (2016) find that meaning of work mediates the influence of transformational leadership on work outcome. In the context of a company that places importance on creativity as a form of competitive excellence, employees with high meaning of work will also direct their actions towards producing something that is creative. Based on the above explanation, the following hypothesis can be formulated:

*H6: Meaning of Work mediates the relationship of transformational leadership with employee creativity.*

#### IV. METHODS AND MEASUREMENTS

This research attempts to test the direct influence of proactive personality, POS, and transformational leadership on employee creativity. Furthermore, the research also examines the influence of proactive personality, POS, and transformational leadership on employee creativity mediated by meaning of work. This research is a qualitative study which uses a survey method implemented through the distribution of questionnaires. The population in this study is frontline employees working in hotels in the cities of Surakarta and Semarang, in the province of Central Java, Indonesia. Frontline employees were chosen because they provide direct service for consumers, which allows them to carry out more creative actions in order to give the best possible service to customers. Purposive Sampling is applied to select the sample by selecting employees who have worked for 3 months with the current leader or in the current job so they can provide answers in accordance with what is felt. Of the 350 questionnaires distributed, 302 were returned, of which only 291



were completed properly and viable for use in the research.

Proactive personality is measured by 10 instruments from Bateman and Crant (1993). Examples of proactive personality questions include: "I am constantly looking for new ways to improve my life", "If I see something that I don't like, I will fix it", "Wherever I have been, I have been a powerful force for constructive change." Perceived Organizational Support in this study was measured by 9 instruments from Eisenberger et al. (1986). Examples of questions for Perceived Organizational Support include: "The organisation values my contribution to its well-being.", "The organization really cares about my well-being", "The organization cares about my general satisfaction at work. Transformational leadership is measured by 7 instruments from Carless, Wearing and Mann (2000). Examples of transformational leadership questions include: "My boss communicates clearly and positively the vision of the future", "My boss treats staff as individuals, supports and encourages their development." The meaning of work is measured based on the original Workplace Spirituality Scale (WSS) by Ashmos and Duchon (2000). Examples of questions used include: "At my job, I feel strong and excited", "I am enthusiastic about my work", and "I feel happy when I work intensely". Furthermore, the creativity of these employees is measured by items from Jaiswal and Dhar (2015). Examples of employee creativity questions

include "I'm looking for ideas and new ways to solve problems" and "I identifies opportunities for new ways of dealing with work".

Testing the hypothesis of this study using a structural equation model with a partial least square (PLS) approach using SmartPLS 3.0 software. the use of structural equation models with a partial least square (PLS) approach makes it possible to test simultaneously with many independent and dependent variables (Sholikin, Pike, Mangena, Li, 2011).

## V. RESULTS AND DISCUSSION

Before entering the hypothesis testing, initial testing is done to ensure that the data obtained is feasible for further testing. Initial testing consists of testing the validity and reliability. Validity testing conducted by testing convergent validity and discriminant validity. While reliability testing is carried out through composite reliability. From the convergent validity test results found that there are 4 indicators that have an Outer Loading value  $> 0.5$  and  $t$  arithmetic  $\geq 1.96$  so that the indicator is released and tested again. From the results of the second convergent validity test found that all indicators have an Outer Loading value  $> 0.5$  and  $t$  arithmetic  $\geq 1.96$  so that it can be stated that all indicators are convergently valid. A result of reliability and convergent validity is explained as follows:

Table 1  
Score of Outer Loading for Convergen Validity

Indicator<- Variable	Origin (O)	Average Mean (M)	Standard Deviation (STDEV)	T Statistik ( O/STDEV )
EC1 <- Employee Creativity	0.872	0.871	0.018	49.093
EC2 <- Employee Creativity	0.873	0.872	0.018	47.873
EC3 <- Employee Creativity	0.852	0.851	0.023	37.283
EC4 <- Employee Creativity	0.838	0.838	0.023	36.816
MOW1 <- Meaning of Work	0.805	0.804	0.026	30.454

MOW2 <- Meaning of Work	0.702	0.705	0.047	14.888
MOW3 <- Meaning of Work	0.843	0.842	0.021	40.378
MOW4 <- Meaning of Work	0.818	0.817	0.024	33.728
MOW5 <- Meaning of Work	0.553	0.550	0.071	7.799
MOW6 <- Meaning of Work	0.835	0.835	0.021	40.065
MOW7 <- Meaning of Work	0.810	0.808	0.027	29.835
POS1 <- Perceived Organizational Support	0.754	0.753	0.035	21.567
POS2 <- Perceived Organizational Support	0.716	0.713	0.040	17.852
POS3 <- Perceived Organizational Support	0.754	0.753	0.036	21.192
POS4 <- Perceived Organizational Support	0.803	0.804	0.025	32.332
POS5 <- Perceived Organizational Support	0.751	0.749	0.040	19.016
POS6 <- Perceived Organizational Support	0.816	0.815	0.029	27.814
POS7 <- Perceived Organizational Support	0.669	0.666	0.045	14.903
POS8 <- Perceived Organizational Support	0.781	0.782	0.030	26.081
PP1 <- Proactive Personality	0.708	0.710	0.034	20.593
PP10 <- Proactive Personality	0.631	0.628	0.051	12.307
PP2 <- Proactive Personality	0.781	0.778	0.023	34.319
PP4 <- Proactive Personality	0.757	0.755	0.028	26.803
PP5 <- Proactive Personality	0.652	0.642	0.059	11.144
PP8 <- Proactive Personality	0.733	0.737	0.030	24.175
PP9 <- Proactive Personality	0.702	0.699	0.040	17.361
TL1 <- Transformational Leadership	0.832	0.831	0.032	26.403
TL2 <- Transformational Leadership	0.852	0.852	0.029	29.016
TL3 <- Transformational Leadership	0.812	0.810	0.034	23.881
TL4 <- Transformational Leadership	0.838	0.838	0.025	33.797
TL5 <- Transformational Leadership	0.856	0.854	0.023	36.457
TL6 <- Transformational Leadership	0.859	0.861	0.025	34.239
TL7 <- Transformational Leadership	0.846	0.848	0.027	31.859

Source : Primary Data Procesed, 2019

In Table 1 above, the original sample value is more than 0.5 and the T-statistic is more than 1.96. This shows all the measuring indicators of the variables in Table 1 meet the convergent validity. The next stage, value of discriminant validity can be seen from the the Fornell-Larcker criterion. The discriminant validity assessment has

the goal to ensure that a reflective construct has the strongest relationships with its own indicators (e.g., in comparison with than any other construct) in the PLS path model (Hair et al., 2017). Discriminant validity with Fornell – Larcker criterion presented in Table 2 below:

Table 2  
Discriminant Validity with Fornell – Larcker

	Transformational Leadership	Proactive Personality	Employee Creativity	Meaning of Work	POS
Transformational Leadership	<b>0.842</b>				
Proactive Personality	0.273	<b>0.642</b>			
Employee Creativity	0.538	0.538	<b>0.859</b>		
Meaning of Work	0.411	0.671	0.600	<b>0.773</b>	
POS	0.323	0.477	0.510	0.546	<b>0.757</b>

Source : Primary Data Procesed, 2019

Fornell-Larcker's postulate is used to measure the discriminant validity of latent variables. In this postula mentions that a latent variable is declared valid if the AVE value of each latent variable must be greater than the highest  $r^2$  value with the value of the other latent variables. Based on Table 2. shows that the value of  $\sqrt{AVE}$  correlation between variables, each variable is greater related

to the variable itself than the others. This means that the indicators of a variable are completely different from the indicators measuring other variables. Next the reliability test is done by looking at the value of crobach's alpha and composite reliability. The reliability test results are presented in Table 3 below.

Table 3  
Reliability Test Results with Composite Reliability

Variable	Composite Reliability
Transformational Leadership	0.945
Proactive Personality	0.870
Employee Creativity	0.918
Meaning of work	0.911
POS	0.914

Source: Primary Data Processed, 2019

Table 3 shows that all variables have the composite reliability value above values > 0.7. These results indicate that all variables in this

study were declared reliable (Hair et al., 2014). After testing the validity and reliability, the next step is to test the hypothesis. Hypothesis testing in this study was conducted by path analysis using

Partial Least Square. The results of the hypothesis test are statistically shown in the following Table 4.

Table 4  
Path Analysis Result

Path	Original Sample (O)	Mean of Sampel (M)	Deviattion Standard (STDEV)	T Statistik (  O/STDEV  )	P Values
Transformational Leadership → Employee Creativity	0.330	0.319	0.113	2.914	0.004
Transformational Leadership → Meaning of Work	0.195	0.196	0.079	2.467	0.014
Proactive Personality → Employee Creativity	0.213	0.217	0.070	3.025	0.003
Proactive Personality → Meaning of Work	0.501	0.505	0.054	9.354	0.000
Meaning of Work → Employee Creativity	0.223	0.224	0.092	2.411	0.017
POS → Employee Creativity	0.180	0.183	0.062	2.916	0.004
POS → Meaning of Work	0.224	0.241	0.052	4.676	0.000

Source: Primary Data Processed. 2019

The results of the path analysis show that the t-statistic value  $\geq 1.96$  for all paths. This means that all existing paths are declared significant (Hair et al., 2014). The results of the path analysis show that proactive personality is positively related to employee creativity ( $O = 0.213$ ,  $t\text{-stat} = 3.025$ ). Thus, **the hypothesis 1 in this study was accepted**. These results reinforce previous findings which show that proactive personality has a positive effect on employee creativity. Individuals with proactive personalities will tend to challenge the status quo looking for new ways of solving various problems that arise by actively engaging in their knowledge and skills to show better performance to enhance their creativity and career. These results are consistent with previous studies including research by Kim, Hon. & Crant. (2009) and Kim, Hon. & Lee. (2010).

Furthermore, results the path analysis show that POS has a positive effect on employee creativity ( $O = 0.180$ ,  $t\text{-stat} = 2.916$ ). Thus, **the hypothesis 2 in this study was accepted**. These results indicate that employees who feel supported by the organization will tend to provide positive feedback to the company by contributing more to the organization to achieve its objectives in the hospitality industry where excellent and unique service as one of the competitive advantages tends to be reciprocated by employees for support what the organization has provided is to take creative actions.

While the results the path analysis show that transformational leadership has effect on employee creativity ( $O = 0.330$ ,  $t\text{-stat} = 2.914$ ). Thus, **the hypothesis 3 in this study was accepted**. These results are consistent with previous research studies that show that



transformational leadership influences employee creativity (Gong, Huang, & Farh, 2009; Van Knippenberg, Schippers, & Stam, 2010; Wang et al., 2014). This result shows that transformational leaders succeed in inspiring and encouraging followers to deliver the expected results using new ways to be able to provide creative solutions to various problems in the organization (Bass, 1985; Boerner et al., 2007; Bushra et al., 2011; Chi and Pan, 2012). Moreover, in the hospitality industry where creative action is one of the expected performances. Transformational leaders always encourage and provide motivation to increase the confidence of followers to take creative actions.

To see the results of mediation testing, research uses Sobel test to see whether the meaning of work will mediate the influence of proactive personality. POS and transformational leadership on employee creativity. Mediation test is done by using the Sobel test calculation to determine the level of significance of mediation variables. Before doing calculations using the Sobel Test, it begins by calculating the values of  $\beta$  the influence of the independent variable to the dependent variable.  $\beta$  the influence of the independent variable to the dependent variable by entering the

mediating variable.  $\beta$  the independent variable to the mediating variable.  $\beta$  mediating variable to the dependent variable after that looking for the dependent variable after that looking for the dependent variable Standard Error is independent variable to mediating variable. Standard Error is mediating to dependent variable. After that, enter calculations on the Sobel test calculator. In the Sobel test the results obtained in table 4.

The results of calculating the Sobel Test value with the Statistical Calculator produce a Sobel Test Statistic of 2.966471147 ( $> 1.96$  with a significance level of 5%). so it can be concluded that MOW mediates the Effect of Proactive Personality on Employee Creativity. Thus, **the hypothesis 4 in this study was accepted.** Individuals with proactive personalities are more open to new work experiences, they tend to be attracted to jobs and organizations that provide high organizational or work meaning to their employees and in accordance with their personalities. If employees feel they have high appreciation and recognition in their work, they will tend to be involved in creative actions to be able to get higher appreciation from the organization.

Table 5  
Sobel Test Result

	Value	Sobel statistic	test One-tailed probability	Two-tailed probability
$\beta$ PP $\rightarrow$ EC	0.438	2.96471147	0.00151483	0.00302967
$\beta$ PP $\rightarrow$ MOW $\rightarrow$ EC	0.314			
$\beta$ PP $\rightarrow$ MOW	0.465			
$\beta$ MOW $\rightarrow$ EC	0.25			
SE PP $\rightarrow$ MOW	0.052195			
SE MOW $\rightarrow$ EC	0.079528			
$\beta$ POS $\rightarrow$ EC	0.078	2.21936289	0.01323102	0.02646205
$\beta$ POS $\rightarrow$ MOW $\rightarrow$ EC	0.03			
$\beta$ POS $\rightarrow$ MOW	0.185			
$\beta$ MOW $\rightarrow$ EC	0.25			

SE POS -> MOW	0.059044			
SE MOW -> EC	0.079528			
$\beta$ TL -> EC	0.115	2.75520680	0.00293275	0.00586550
$\beta$ TL -> MOW -> EC	0.057			
$\beta$ TL -> MOW	0.258			
$\beta$ MOW -> EC	0.25			
SE TL -> MOW	0.045104			
SE MOW -> EC	0.079528			

Source: Primary Data Processed. 2019

The results of calculating the Sobel Test value with the Statistical Calculator produce Sobel Test Statistics of 2.966471147 (<1.96 with a significance level of 5%). so it can be concluded that MOW mediates the Effect of POS on Employee Creativity. Thus, **hypothesis 5 in this study was accepted.** The results show that employees who feel supported by the organization through the granting of authority, opportunities, resources such as formal personnel provided by the organization will feel they have space, courage in releasing their abilities so that employees have a belief relationship to their work so they feel that what they have done is valuable for organizations and subsequently employees will try to improve displaying the behavior of creativity in work Employees who consider their work meaningful and important will have the desire to engage in creative activities to solve various problems that arise in the organization.

The results of calculating the Sobel Test value with the Statistical Calculator produce a Sobel Test Statistics of 2.39237622 (<1.96 with a significance level of 5%). so it can be concluded that MOW mediates the effect of transformational leadership on Employee Creativity. So, **hypothesis 6 in this study was accepted.** These results indicate that when transformational leadership through inspirational motivation motivates employees to see that their work is meaningful then employees will tend to increase their knowledge and skills to find new ideas or new

ways to make their work better in the eyes of the company.

## VI. IMPLICATION

From this result, this research can be concluded that there are several efforts that can be done by companies to be able to increase employee creativity, especially in the hospitality industry, in the process of recruiting employees, companies should be more likely to recruit individuals with proactive personalities. By recruiting proactive individuals, they tend to have initiatives to look for new ways of doing their jobs and tend to take creative actions desired by organizations in the hospitality industry to support their performance and career (Seibert, Kraimer, and Crant, 2001; Kandampully, Bilgihan, & Zhang, 2016; Chang & Teng, 2017). In addition, organizational support is important to increase employee creativity. If employees feel that the company supports creative actions in the organization then they will tend to find new ways or methods in their work or to solve the problems being faced. It takes a transformational leader who always gives encouragement and support to his followers who provide motivation that they can accelerate new or creative ways.

The results of this study also show that the meaning of work can be used as a mediating variable between proactive personality, POS and transformational leadership. By emphasizing that the work done by employees is important and meaningful for the organization will be able to

bridge the influence of proactive personality. POS and transformational leadership on employee creativity.

## VII. LIMITATION AND FUTURE RESEACH

There are still a number of limitations of this research. including that this study was only conducted at hotel employees. so caution is needed in generalizing results. Further research is expected to be carried out by expanding the scope of research across sectors. including comparisons with phenomena that occur in some types of industries. In addition. it is hoped that future research will be able to explore the interaction of variables used that might clarify the effect on employee creativity. This study uses a questionnaire that only gets information from the question items from the questionnaire. Future research might be able to combine quantitative methods with quantitative methods through in-depth interviews so that more comprehensive information can be generated.

## VIII. ACKNOWLEDGEMENT

The highest award was given to Universitas Sebelas Maret. who provided financial support for this research through the Fundamental Research Scheme in 2019

## IX. REFERENCES

- [1]. Akgunduz. Y., Alkan. C., & Gök. Ö. A. (2018). Perceived organizational support, employee creativity and proactive personality: The mediating effect of meaning of work. *Journal of Hospitality and Tourism Management*. 34. 105-114. doi: <https://doi.org/10.1016/j.jhtm.2018.01.004>
- [2]. Allen. T. D., Eby. L. T., Poteet. M. L., Lentz. E., & Lima. L. (2004). Outcomes Associated with Mentoring Proteges: A Meta-Analysis. *Journal of Applied Psychology*. 89. 127-136. <http://dx.doi.org/10.1037/0021-9010.89.1.127>
- [3]. Amabile. T. M. (1988). A Model of Creativity and Innovation in Organizations. *Research in Organizational Behavior*. 10. 123-167.
- [4]. Amabile. T.M., Conti. R., Coon. H., Lazenby. J., & Herron. M., (1996). Assessing the workenvironment for creativity. *Academy Management Journal*. 39. 1154-1184.
- [5]. Arefin. M. S., Raqui. M., & Ari. I. (2015). The relationship between high performance work systems and proactive behaviors: The mediating role of perceived organizational support. *European Scientific Journal*. 11(2). 1857-7881.
- [6]. Ashmos. D.P. and Duchon. D. (2000) Spirituality at Work: A Conceptualization and Measure. *Journal of Management Inquiry*. 9. 134-145. <http://dx.doi.org/10.1177/1056492600092008>
- [7]. Bass. B.M. (1985). Leadership and performance beyond expectations. New York. NY: Free Press.
- [8]. Bass. B.M., & Avolio B.J. (1990). The implications of transactional and transformational leadership for individual, team, and organizational development. In W. Pasmore & R.W. Woodman (Eds.), *Research in organizational change and development* 4. 231-272.
- [9]. Baumeister. R. F. (1991). Meanings of life. New York: Guilford Press.
- [10]. Bateman. T. S., & Crant. J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of Organizational Behavior*. 14(2). 103-118. <https://doi.org/10.1002/job.4030140202>.
- [11]. Bergeron DM, Schroeder TD and Martinez HA (2014). Proactive personality at work: Seeing more to do and doing more? *Journal of Business and Psychology* 29: 71-86
- [12]. Blau. P. (1964). Exchange and power in social life. New York: Wiley.
- [13]. Boerner. S., Eisenbeiss. S.A. and Griesser. D. (2007). Follower behavior and organisational

- performance: the impact of transformational leaders. *Journal of Leadership and Organisational Studies*.13 (3). 15-26.
- [14]. Brown. S. P. (1996). A meta-analysis and review of organizational research on job involvement. *Psychological Bulletin*. 120(2). 235-255. <https://doi.org/10.1037/0033-2909.120.2.235>.
- [15]. Brown. A.. Kitchell. M.. O'Neil. T.. Locklear. J.. Voster. A.. Kubek. D.. et al. (2000). Identifying meaning and perceived level of satisfaction within the context of work. *Work*. 16(3). 219-226
- [16]. Bushra. F.. Usman. A. and Naveed. A. (2011). Effect of transformational leadership on employees' job satisfaction and organisational commitment in banking sector of Lahore (Pakistan). *International Journal of Business and Social Science*. Vol. 2 No. 18. pp. 261-267.
- [17]. Carless. S. A.. Wearing. A. J..& Mann. L. (2000). A short measure of transformational leadership. *Journal of Business and Psychology*. 14. 389–405.
- [18]. Chang. J. H..& Teng. C. C. (2017). Intrinsic or extrinsic motivations for hospitality employees' creativity: The moderating role of organization-level regulatory focus. *International Journal of Hospitality Management*. 60. 133-141.
- [19]. Cheng. P. Y.. Yang. J. T.. Wanc. C. S..& Chu. M. C. 2013. Ethical contexts and employee job responses in the hotel industry: The roles of work values and perceived organizational support. *International Journal of Hospitality Management*. 34. 108-115. <https://doi.org/10.1016/j.ijhm.2013.03.007>.
- [20]. Cheung. S. Y. (2011). Refinement or Breakthrough? The Link Between Goal Orientation, Employee Learning, Creativity and Job Performance. Hong Kong: The Hong Kong University of Science and Technology.
- [21]. Chi. N.W. and Pan. S.Y. (2012). A multilevel investigation of missing links between transformational leadership and task performance: the mediating roles of perceived person – job fit and person – organisation fit. *Journal of Business and Psychology*.27 (1). 43-56.
- [22]. Choi. S. Y.. Lee. H. & Yoo. Y. 2010. The impact of information technology and transactive memory systems on knowledge sharing, application, and team performance: A field study. *MIS Quarterly*. 34(4). 855-870.
- [23]. Diliello. T. C.. Houghton. J. D..& Dawley. D. (2011). Narrowing the creativity gap: The moderating effects of perceived support for creativity. *Journal of Psychology*. 145(3). 151-172. <https://doi.org/10.1080/00223980.2010.548412>.
- [24]. Eisenberger. R.. Huntington. R.. Hutchison. S..& Sowa. D. (1986). Perceived organizational support. *Journal of Applied Psychology*. 71(3). 500-507. <https://doi.org/10.1037/0021-9010.71.3.500>.
- [25]. Eisenbeiß. S. A..& Boerner. S. (2013). A double-edged sword: Transformational leadership and individual creativity. *British Journal of Management*. 24(1). 54–68. <https://doi.org/10.1111/j.1467-8551.2011.00786>.
- [26]. Elkins. T. & Keller. R.T. (2003). Leadership in research and development organisations: a literature review and conceptual framework. *The Leadership Quarterly*. 14 (4). 587-606.
- [27]. Fook. C. Y.. Brinten. L.. Sidhu. G. K..& Foo. F. S. (2011). Relationships between psychological empowerment with work motivation and withdrawal intention among secondary school principals in Malaysia. *Social and Behavioral Sciences*. 15. 2907-2911. <https://doi.org/10.1016/j.sbspro.2011.04.212>
- [28]. Ford. C. M. (1996). A Theory of Individual Creative Action in Multiple Social Domains. *Academy of Management Review*. 21 (4). 1112-1142.
- [29]. Fu. Yang & Zhang. Lihua. (2012). Organizational justice and perceived organizational support. *Nankai Business Review International*. 3(2). 145-166.
- [30]. Gong. Y.. Huang. J..& Farh. J. (2009). Employee Learning Orientation.



- Transformational Leadership, and Employee Creativity: The Mediating Role of Employee Creative Self-Efficacy. *Academy of Management Journal*. 52 (4). 765-778.
- [31]. Gouldner. A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*. 25. 161-178
- [32]. Gupta. V., Agarwal. U. A., & Khatri. N. (2016). The relationships between perceived organizational support, affective commitment, psychological contract breach, organizational citizenship behaviour and work engagement. *Journal of Advanced Nursing*. 72(11). 2806-2817.
- [33]. Hackman. J. R., & Oldham. G. R. (1980). *Work redesign*. Philippines: Addison- Wesley.
- [34]. Hair. J. F., Black. W., Babin. B. J., & Anderson. R. E. (2010). *Multivariate Data Analysis*. United States of America: Pearson Prentice Hall.
- [35]. Hong. Y., Liao. H., Hu. J., & Jiang. K. (2013). Missing link in the service profit chain: A meta-analytic review of the antecedents, consequences, and moderators of service climate. *Journal of Applied Psychology*. 98. 237-267. <http://dx.doi.org/10.1037/a0031666>
- [36]. Ibrahim. H. I., Isab. A., & Shahbudin. A. S. Md (2016). Organizational support and creativity: The role of developmental experiences as a moderator. *Procedia Economics and Finance*. 35. 509-514. [https://doi.org/10.1016/S2212-5671\(16\)00063-0](https://doi.org/10.1016/S2212-5671(16)00063-0).
- [37]. Istiqomah. S., Wibowo. A. (2017). The influence of learning orientation and leader heuristic transfer on employee creativity with creative self-efficacy as the mediating variable. *International Journal of Learning and Intellectual Capital*; 14(2).pp. 192-206.
- [38]. Jaiswal. N. K., & Dhar. R. L. (2015). Transformational leadership, innovation climate, creative self-efficacy and employee creativity: A multilevel study. *International Journal of Hospitality Management*. 51. 30-41. <https://doi.org/10.1016/j.ijhm.2015.07.002>.
- [39]. Joo. B. K., Hahn. H. J., & Peterson. S. L. (2015). Turnover intention: The effects of core self-evaluations, proactive personality, perceived organizational support, developmental feedback, and job complexity. *Human Resource Development International*. 18(2). 116-130. <https://doi.org/10.1080/13678868.2015.1026549>.
- [40]. Judge. T. A., & Piccolo. R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*. 89(5). 755-768.
- [41]. Jung. H. S., & Yoon. H. H. (2016). What does work mean to hospitality employees? The effects of meaningful work on employees' organizational commitment: The mediating role of job engagement. *International Journal of Hospitality Management*. 53. 59-68. <https://doi.org/10.1016/j.ijhm.2015.12.004>.
- [42]. Kandampully. J., Bilgihan. A., & Zhang. T. (2016). Developing a people-technology hybrids model to unleash innovation and creativity: The new hospitality frontier. *Journal of Hospitality and Tourism Management*. 29. 154-164.
- [43]. Kim. T. Y., Hon. A. H. Y., & Crant. J. M. (2009). Proactive personality, employee creativity, and newcomer outcomes: A longitudinal study. *Journal of Business and Psychology*. 2. 93-103. <https://doi.org/10.1007/s10869-009-9094-4>.
- [44]. Kim. T. Y., Hon. A. H. Y., & Lee. D. R. (2010). Proactive personality and employee creativity: The effects of job creativity requirement and supervisor support for creativity. *Creativity Research Journal*. 22(1). 37-45. <https://doi.org/10.1080/10400410903579536>.
- [45]. Kirkman. B. L., & Rosen. B. (1999). Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management Journal*. 42(1). 58-74. <https://doi.org/10.2307/256874>

- [46]. Northouse. P. (2004). *Leadership: Theory and Practice*. 3rd ed.. Sage. Thousand Oaks. CA.
- [47]. Morin. E.M.& Dassa. C. (2006). Giving meaning to work and promoting occupational health. Manuscript in revision for the Canadian Journal of Behavioural Science. HEC Montréal. Montréal. Canada
- [48]. McMahon. S. R.& Ford. C. M. (2013). Heuristic Transfer in The Relationship Between Leadership and Employee Creativity. *Journal of Leadership & Organizational Studies*. 20 (1). 69-83.
- [49]. Oldham. G. R.& Cummings. A. (1996). Employee Creativity: Personal and Contextual Factors at Work. *Academy of Management Journal*. 39 (3). 607-634.
- [50]. Parker. S. K.. Bindl. U. K.& Strauss. K. (2010). Making things happen: A model of proactive motivation. *Journal of Management*. 36. 827-856. <https://doi.org/10.1177/0149206310363732>
- [51]. Pradhan.S.P..Pradhan.R.P. (2016). Transformational Leadership and Job Outcomes: The Mediating Role of Meaningful Work. *Global Business Review*. 17 (3S). 175S-183S.
- [52]. Redmond. M. R.. Mumford. M.& Teach. R. (1993). Putting Creativity to Work: Effectsof Leader Behavior on Subordinate Creativity. *Organizational Behavior and Human Desicion Processes*. 55. 120-151.
- [53]. Richardson. H. A.. Yang. J.. Vandenberg. R. J.. DeJoy. D. M.& Wilson. M. G. (2008). Perceived organizational support's role in stressor-strain relationships. *Journal of Managerial Psychology*. 23.789-810.<http://dx.doi.org/10.1108/02683940810896349>
- [54]. Rhoades. L.& Eisenberger. R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*. 87(4). 698-714. <https://doi.org/10.1037/0021-9010.87.4.698>.
- [55]. Rosso. B. D.. Dekas. K. H.& Wrzesniewski. A. (2010). On the meaning of work: A theoretical integration and review. *Research in Organizational Behavior*. 30. 91-127. <https://doi.org/10.1016/j.riob.2010.09.001>.
- [56]. Rubin. R.S.. Munz. D.C. and Bommer. W.H. (2005). "Leading from within: the effects of emotion recognition and personality on transformational leadership behavior".*Academy of Management Journal*. Vol. 48 No. 5. pp. 845-858.
- [57]. Shamir. B.. Zakay. E.. Breinin. E.& Popper. M. (1998). Correlates of charismatic leader behavior in military units: Subordinates' attitudes. unit characteristics. and superiors' appraisals of leader performance. *Academy of Management Journal*. 41. 387-409. <https://doi.org/10.2307/257080>
- [58]. Shantz. A.. Alfes. K.& Latham. G. P. (2014). The buffering effect of perceived organizational support on the relationship between work engagement and behavioural outcomes. *Human Resource Management*. 55(1). 25-38.
- [59]. Shalley. C. E.& Gilson. L. L. (2004). What Leaders need to know: A Review of Social and Contextual Factors That Can Foster or Hinder Creativity. *The Leadership Quarterly*. 15. 33-53.
- [60]. Shalley. C. E.. Zhou. J.& Oldham. G. R. (2004). The Effects of Personal and Contextual Characteristics on Creativity: Where Should We Go from Here? *Journal of Management*. 30 (6). 933-958.
- [61]. Seibert. S. E.. Crant. J. M.& Kraimer. M. L. (1999). Proactive personality and career success. *Journal of Applied Psychology*. 84. 416-427. <https://doi.org/10.1037/0021-9010.84.3.416>
- [62]. Seibert. S. E.. Kraimer. M. L.& Crant. J. M. (2001). What do proactive people do? A longitudinal model linking proactive personality and career success. *Personnel Psychology*. 54. 845-874.<https://doi.org/10.1111/j.1744-6570.2001.tb00234.x>
- [63]. Simosi. M. (2012). Disentangling organizational support construct: the role of different sources of support to newcomers' training transfer and organizational

- commitment. *Journal of Personnel Review*. 41(3). 301-320.
- [64]. Sholihin, M., Pike, R., Mangena, M., dan Li, J. (2011). Goal-setting participation and goal commitment: Examining the mediating roles of procedural fairness and interpersonal trust in UK financial services organization. *The British Accounting Review*.
- [65]. Shore, L. M., & Shore, T. H. (1995). Perceived organizational support and organizational justice. In R. Cropanzano, & M. Kacmar (Eds.). *Organizational politics, justice and support: Managing the social climate in the work place* (pp. 149-164). Westport, CT: Quorum.
- [66]. Sosik, J.J., Avolio, B.J., & Kahai, S.S. (1997). Effects of leadership style and anonymity on group potency and effectiveness in a group decision support system environment. *Journal of Applied Psychology*. 82 (1). 89-103.
- [67]. Sun, L. Y., Zhang, Z., Qi, J., & Chen, Z. X. (2012). Empowerment and creativity: A cross-level investigation. *The Leadership Quarterly*. 23(1). 55-65. <https://doi.org/10.1016/j.leaqua.2011.11.005>.
- [68]. Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The work and meaning inventory (WAMI). *Journal of Career Assessment*. 20(3). 322-337. <https://doi.org/10.1177/1069072711436160>.
- [69]. Thomas, K.W. and Velthouse, B.A. (1990). Cognitive elements of empowerment. *Academy of Management Review*. 15 (4): 666-681
- [70]. Thomas, J. P., Whitman, D. S., & Viswesvaran, C. (2010). Employee proactivity in organizations: A comparative meta-analysis of emergent proactive constructs. *Journal of Occupational and Organizational Psychology*. 83. 275-300. <http://dx.doi.org/10.1348/096317910X502359>
- [71]. Tierney, P., Farmer, S.M. and Graen, G.B. (1999). An examination of leadership and employee creativity: the relevance of traits and relationships. *Personnel Psychology*. 52 (3). 591-620.
- [72]. Tolay, E., Sürgevil, O., & Topoyan, M. (2012). Impact of structural and psychological empowerment on affective commitment and job satisfaction in academic work settings. *Ege Akademik Bakis*. 12(4). 449-465.
- [73]. Tongchaiprasit, P., & Ariyabuddhipongs, V. (2016). Creativity and turnover intention among hotel chefs: The mediating effects of job satisfaction and job stress. *International Journal of Hospitality Management*. 55. 33-40. <https://doi.org/10.1016/j.ijhm.2016.02.009>.
- [74]. Van Dyne, L., & LePine, J. A. (1998). Helping and Voice Extra-Role Behaviors: Evidence of Construct and Predictive Validity. *Academy of Management Journal*. 41. 108-119. <http://dx.doi.org/10.2307/256902>
- [75]. Pieterse, A. N., van Knippenberg, D., Schippers, M., & Stam, D. (2010). Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment. *Journal of Organizational Behavior*. 31(4). 609-623. <https://doi.org/10.1002/job.650>
- [76]. Quinn, R.E. and Spreitzer, G.M. (1997). The road to empowerment: Seven questions every leader should consider. *Organizational Dynamics*. 26 (2): 37-51
- [77]. Wang, C. J., Tsai, H. T., & Tsai, M. T. (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. <https://doi.org/10.1016/j.tourman.2013.05.008>.
- [78]. Wingerden VJ and Stoep JV (2018) The motivational potential of meaningful work: Relationships with strengths use, work engagement, and performance. *PLoS One* 13(6): 1-11.
- [79]. Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993). Toward A Theory of Organizational Creativity. *Academy of Management Review*. 18. 293-321.

- [80]. Yu. C.& Frenkel. S. J. (2013). Explaining task performance and creativity from perceived organizational support theory: Which mechanisms are more important. *Journal of Organizational Behavior*. 34(8). 1165-1181.
- [81]. Zhang. Y.. LePine. J. A.. Buckman. B. R..& Wei. F. (2014). It's not fair . . . or is it? The role of justice and leadership in explaining work stressor–job performance relationships. *Academy of Management Journal*. 57.675–697. <http://dx.doi.org/10.5465/amj.2011.1110>
- [82]. Zhang H. Chen K. Chen C. et al. (2018). Personal aspirations. person-environment fit. meaning in work. and meaning in life: A moderated mediation model. *Journal of Happiness Studies* 19(98): 1–17.
- [83]. Zhou. J..& George. J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal*. 44(4). 682-696. <https://doi.org/10.2307/3069410>.
- [84]. Zhou. J..& Hoever. I. J. (2014). Workplace creativity: A review and redirection. *Annual Review of Organizational Psychology and Organizational Behavior*. 1. 333–359.
- [85]. Zhou. J..& Shalley. C. E. (2003). Research on Employee Creativity: A Critical Review and Direction for Future Research. *Research in Personal and Human Resource Management*. 165-217.
- [86]. <https://travel.kompas.com/read/2014/01/21/1908093/Pertumbuhan.Hotel.dan.Wisatawan.di.Solo.Tak.Sebanding> di download tanggal 9/2/2019 pukul 8.13