



IMPACT OF EMPOWERING LEADERSHIP ON EMPLOYEE CREATIVITY BY MOTIVATION TO LEARN AND TRUST IN LEADER AS A MEDIATION

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Info Article

History Article:
Received February 2018
Approved March 2018
Published June 2018

Keywords:
Empowering Leadership;
Motivation to Learn; Trust in
Leader; Employee Creativity.

Abstract

The purpose of this study is to determine the effect of empowering leadership on the employee creativity by motivation to learn and trust in leader as a mediation variable. The population in this study is all State-Owned Bank Employees in Semarang City. Methods of data collection using observation, interviews and questionnaires. Sampling technique using multi-stage sampling technique. The sample size is 220 people. Methods of data analysis using descriptive analysis, goodness-fit model analysis, regression analysis and path analysis. Data analysis using Structural Equation Model (SEM) with WarpPLS version 6.0. The results show that empowering leadership positively influences motivation to learn, trust in leader and employee creativity. In addition, the results of the study also showed that motivation to learn and trust in leader have a positive effect on employee creativity. Furthermore, the motivation to learn and trust in the leader is able to mediate between empowering leadership on employee creativity. The conclusion of this research is to produce a creative employee, it takes the role of a leader who can empower his subordinates. The ability of leaders to empower their subordinates will have a good impact on their employees, especially increasing the motivation to learn and trust in leaders. So that employees are optimal in expressing their creativity in the workplace. Suggestions for state-owned banking management that is more able to pay attention to the needs of employees and give confidence in subordinates to participate in solving problems.

Abstrak

Tujuan penelitian ini adalah untuk mengetahui pengaruh pemberdayaan yang dilakukan oleh pimpinan pada kreativitas karyawan melalui peran mediasi motivasi untuk belajar dan kepercayaan pada pemimpin. Populasi dalam penelitian ini adalah seluruh Bank Milik Negara di Kota Semarang. Metode pengumpulan data menggunakan observasi, wawancara dan kuesioner. Teknik pengambilan sampel menggunakan teknik multi-stage sampling. Jumlah sampel sebanyak 220 orang. Metode analisis data menggunakan analisis deskriptif, analisis kebaikan model, analisis regresi dan analisis jalur. Analisis data menggunakan metode Structural Equation Model (SEM) dengan pendekatan WarpPLS versi 6.0. Hasil penelitian menunjukkan bahwa pemberdayaan yang dilakukan oleh pimpinan berpengaruh positif pada motivasi untuk belajar, kepercayaan pada pemimpin dan kreativitas karyawan. Selain itu, hasil penelitian juga menunjukkan bahwa motivasi untuk belajar dan kepercayaan pada pemimpin berpengaruh positif pada kreativitas karyawan. Selanjutnya, motivasi untuk belajar dan kepercayaan pada pemimpin mampu memediasi antara pemberdayaan yang dilakukan oleh pimpinan pada kreativitas karyawan. Simpulan dari penelitian ini yaitu, untuk menghasilkan karyawan yang kreatif, maka dibutuhkan peran serta seorang pemimpin yang bisa memberdayakan bawahannya. Kemampuan pemimpin untuk memberdayakan bawahannya akan memberikan dampak yang baik bagi karyawannya, terutama meningkatkan motivasi untuk belajar dan kepercayaan pada pemimpinnya. Sehingga karyawan optimal dalam melakukan pekerjaannya serta lebih bebas untuk mengekspresikan kreativitasnya di tempat kerja. Saran bagi manajemen perbankan milik negara yaitu lebih bisa memperhatikan kebutuhan karyawan serta memberikan kepercayaan pada bawahannya untuk ikut serta dalam memecahkan masalah.

INTRODUCTION

In this period, a turbulent environment, increased competition, and unexpected technological changes, make managers aware that their employees must be more creative (Shalley & Gilson, 2004). High qualified Human Resources (HR) is a guide for every organization to be able to achieve the goals (Sudarma, 2012). Every organization must have a strategy to be able to retain qualified employees (Raharjo & Witiastuti, 2016). Creation of creative industry competitive edge is needed to compete globally (Sutapa et al., 2017). The person performance that be sought by the company depends on the ability, motivation and support of individuals who are accepted (Ranihusna, 2010). An employee who feels that his or her organization has provided justice, the employee will do his or her work with pleasure and positive (Rejeki & Wulansari, 2015).

Creativity is considered a source of competition and strength for the organization (Shalley, 1995). Employee creativity can be stimulated through several factors as organizational climate, leadership, organizational culture, resources and skills, and organizational structure (Andriopoulos, 2001). The successful of creativity implementation is influenced by the individual or his team and the organization's own environment (Tummers & Kruyen, 2014). One crucial factor for developing the quality of human resources within an organization or company is the leadership factor (Aji & Palupiningdyah, 2016).

Leaders have a significant influence on the form of creative behavior that involves employees. Zhang and Bartol's research (2010) has proven that empowering leadership has been studied from two different perspectives, namely views on actions leaders in managing subordinates and employees' views on the response by the empowering leadership (Chang, 2011). Although these two perspectives are different and are considered to have overlapped with transformational leadership, however transformational leadership is described as a process that inspires followers to pursue the vision of the organization corresponding long-term strategy (Yukl, 2006). In contrast, empowering leadership is directed to develop self-leadership skills among followers and to focus more on motivating employees for their work (Lee et al., 2017).

Empowering leadership is the process of influencing employees through power sharing, support motivation, and support development with a view to promoting the experience of self-reliance, motivation, and the ability to work independent-

ly within the bounds of the organization's overall goals and strategy (Amundsen & Martinsen, 2014). Leadership, motivation, empowerment, and trust are four important factors that serve as a shield of protection against the employee's mental attitude (Papathanasiou et al., 2014). This is evidenced by the research of Chow (2017) which states that the motivation to learn and trust in leader can mediate the relationship between empowering leadership on employee creativity .

Motivation to learn is expressed as a desire to engage in the development of activities and embrace a variety of learning experiences, such as acquiring potentially useful knowledge, increasing a person's knowledge base in certain areas, and developing new ideas (Chow, 2017). Differences in individual learning motivation will play an important role in influencing employee creativity. When employees' cognitive abilities are high, these employees have more resources that used to process information (Colquitt et al., 2000). As a result, employees who have leaders with style empowering leadership tend to be motivated to learn new ways to improve their performance (Chow, 2017).

Increased motivation to learn employees, it takes the role of subordinates to trust each other, attention, and caring for superiors. Trust is generally regarded as an effective governance tool and capable of enhancing knowledge transfer between leaders and subordinates (Bidault & Castello, 2009). The role of mediation trust in leaders can work to deal with risks and uncertainties, face the vulnerability of supervisory behavior and improve attitude and performance behavior (Krutkowski, 2017). A person who has confidence to his boss tends to be easy to form a potential work pattern (Afsar & Masood, 2017) Employees will build trust through organizational contributions such as paying attention to welfare, listening to complaints, considering advice and values that held by employees (Witiastuti et al., 2015).

There are differences in the results of research conducted by Mo and Yu (2017) which states that empowering leadership has a positive effect on employee creativity, but this result disagrees with Roellyanti (2015) that empowering leadership is not proven to have an effect on employee creativity. In addition, there are differences in objects in previous research. Chow (2017) conducted his research on manufacturing companies. While Li and Zhang (2016) conducted his research on research and development team in high-tech enterprises. That results also different with the research of Hon (2013) who did his research in the hospitality industry. Due to the research gap, this research is very important to do.

Development of Hypotheses

Impact of Empowering Leadership on Employee Creativity

Empowering leadership refers to a set of leader behaviors that share power and responsibilities to employees (Arnold et al., 2000). Creativity refers to a team that produces new ideas and solutions to maintain a company's competitive advantage (Barczak et al., 2010). To produce creative employees, it takes the role of a leader who can empower their employees. With leaders who empower subordinates, employees will try to find the best solution and new ideas in decision-making ideas. This means that the higher empowering leadership ability will make employee creativity higher too. Otherwise, the lower ability to empower will effect to the lower creativity of employees owned by someone. Based on the description of the development of the hypothesis, it can be arranged hypothesis as follows:

H1: Empowering leadership has a positive and significant effect on employee creativity.

Impact of Empowering Leadership on Motivation to Learn

Empowerment undertaken by leaders can promote linkages with autonomy such as self-leadership, challenging work, and thinking opportunities by encouraging subordinates to see their performance as opportunities for learning, giving employees opportunities to meet high-order needs and triggering positive attitudes toward employment (Kim et al., 2018). When employees' cognitive abilities are high, employees will have the resources used to process information (Colquitt et al., 2000). As a result, employees that have leader with empowering leadership style tends to be motivated to learn new ways of improving performance. This means that the higher ability to empower employees that owned by the leader will make the higher motivation of employees to learn. Otherwise, the lower ability to empower employees will make the lower employees motivation to learn. Based on the description of the development of the hypothesis, it can be arranged hypothesis as follows:

H2: Empowering leadership has a positive and significant effect on motivation to learn.

Impact of Motivation to Learn on Employee Creativity

Motivation is recognized as a process to initiate, guide, and sustain goal-oriented behavior. Basically, this leads the individual to take action to achieve a goal (Gopalan et al., 2017).

Motivation that exists within a person will increase simultaneously which in turn will lead to one's creativity (Liu et al., 2016). When the work has been attached and make employees feel liberated, more independent and thoughtful, then employee autonomy needs will be satisfied. Employees tend to be motivated in their work and make more effort, thus improving individual performance and will affect the level of creativity of each individual. That is, the higher motivation to learn employees make the higher creativity of employees. Otherwise, the lower motivation to learn will reduce the employee's creativity. Based on the description of the development of the hypothesis, it can be arranged hypothesis as follows:

H3: Motivation to Learn has a positive and significant effect on Employee Creativity.

Impact of Empowering Leadership on Trust in Leader

Trust called the expectation or belief that one can rely on the words and actions of leaders and that leaders will have to cooperate in good faith at all times (Guinalú & Jordan, 2016). A person who has faith in his/ her boss, tends to be easy to form a potential work pattern (Afsar & Masood, 2017). So with the empowering leadership, employees will form a positive belief. Because leaders expect and appreciate the participation of employees to issue their ideas in decision-making, not only that leaders but also provide delegation of authority to employees, often sharing information, and leaders always develop the skills of employees with training. That is, the higher ability to empower employees that owned by the leader make the higher trust in leader. Otherwise, the lower ability to empower employees will make the lower trust in leader of an employee. Based on the description of the development of the hypothesis, it can be arranged hypothesis as follows:

H4: Empowering leadership has a positive and significant effect on trust in leader.

Impact of Trust in Leader on Employee Creativity

Believing in a leader can lead to trust among employees that leaders have good leadership skills and keep the work environment well (Gao et al., 2011). Leadership trust will affect the safety of the team to participate openly and actively without fear of adverse consequences (Schaubroeck et al., 2011). Trust in leaders makes employees feel secure, supported, and

encouraged to be creative (Chow, 2017). When employees demonstrate trust in their leaders, employees will experience greater creative capabilities and help employees create effective cooperation within the organization. So with the mutual trust between superiors and subordinates this will affect the level of creativity of an employee. That is, the higher trust in leaders will make the higher creativity of employees. Otherwise, the lower confidence in the leader will make the lower creativity of an employee. So this will affect the level of creativity in a person's work. Based on the description of the development of the hypothesis, it can be arranged hypothesis as follows:

H5: Trust in leader has a positive and significant effect on employee creativity.

The Role of Motivation to Learn

One crucial factor for developing the quality of human resources within an organization or company is the leadership factor (Aji & Palupiningdyah, 2016). To produce creative employees, it takes the role of a leader who can empower his employees. Empowering leadership can influence intrinsic motivation, which in turn stimulates the motivation to learn employees (Chow, 2017). Employees who are given more support will be creative and can develop independently. When employees are fulfilled the need for intrinsic and extrinsic motivation of employees, this can affect motivation to learn employees, while the motivation to learn can affect the creativity of employees. Thus, if the leader is able to empower employees optimally then the employees will be motivation to learn new things and increase the investment of knowledge that can increase creativity in the employee. Based on the description of the development of the hypothesis, it can be arranged hypothesis as follows:

H6: Motivation to learn mediates the effect of empowering leadership on employee creativity.

The Role of Trust in Leader

The main purpose of leaders is to empower teams to work together as their own group organizers. A person who has confidence with his boss tends to be easy to form a potential work pattern (Afsar & Masood, 2017). Employees will build trust through organizational contributions such as paying attention to welfare, listening to complaints, considering advice and values held by employees (Witastuti et al., 2015). Trust demonstrates the belief that a person has compe-

tence and is willing to work fairly and ethically. The ability to empower subordinates can help create trust and a supportive environment, where leaders show respect for their subordinates. When leaders give employees the power to participate in decision-making, employees will feel that they have a integrity and trustworthiness leader. As a result, empowered employees are willing to make extra efforts and show greater desire to engage in creative activities. Based on the description of the development of the hypothesis, it can be arranged hypothesis as follows:

H7: Trust in leader mediates the effect of empowering leadership on employee creativity.

METHOD

Population in this research is employees of state-owned bank in Semarang City. This study uses a rule of thumb from the number of companies in determining the sample of research. There are three banks, namely Bank Negara Indonesia, Bank Tabungan Negara and Bank Rakyat Indonesia. The number of samples in this study amounted to 220 respondents. Sampling technique using multi-stage random sampling technique.

Methods of data collection using questionnaires and using a likert scale 1-5, observations and interviews conducted on staff and managers of each HRD. Variable used in this research that is Empowering Leadership variable with 17 item question with indicator from Konczak et al. (2000) with an example of the question "my leader is trying to help provide a solution when there is a problem". Motivation to learn is measured using 8 items of questions with indicators of Cole et al. (2004) with an example of the question "I look forward to getting information during training on banking". The trust in leader uses 17 items of questions with indicators from Guinalíu and Jordán (2016) with an example of "I think my leader treats me fairly" question. Employee creativity is measured using 9 items of questions with indicators from Tierney et al. (1999) with the example of the question "I show authenticity in my work".

The instrument test uses validity and reliability test by using structural equation modeling (SEM) with Warp PLS approach. Validity test is done in two ways. First, convergent validity is using factorloading (factor loading) ≥ 0.30 and significant at ≤ 0.05 . Based on the instrument test of 60 items of question there are three items that are not valid because of loading factor ≤ 0.30

Table 1. Validity Discriminant Test Result

	EL	MtL	TiL	EC
EL	.594	.563	.354	.548
MtL	.563	.647	.504	.618
TiL	.354	.504	.617	.554
EC	.548	.618	.554	.669

so that the question item is not used because it has been read by other question items. Second, discriminant validity is seen from comparison of AVE (Average Variance Extracted) root value with correlation coefficient. Discriminant validity test result, questionnaire has fulfilled discriminant validity because AVE root is bigger than other variable correlation coefficient. Discriminant validity is shown in Table 1.

While the results of the reliability test, the instrument all the variables declared reliable because that has fulfilled with the criteria for composite reliability of composite reliability coefficients value ≥ 0.70 and fulfill internal consistency reliability criteria Cronbach's alpha coefficients values ≥ 0.60 . Hypothesis testing in this research using Structural Equation Model (SEM) with WarpPLS approach. Tools to test hypotheses using the WarpPLS version 6.0 program.

RESULT AND DISCUSSION

Goodness of Fit Model Analysis

Goodness of Fit is an index and a measure of the good relationship between latent variables (inner model) associated also with its assumptions. Before to the interpretation of the results of hypothesis testing, the model should have a good Goodof Fit (Solimun et al., 2017). Goodness of Fit test results presented in Table 2.

Hypothesis Testing

Hypothesis testing is done by Bootstrap resampling method. Application of resampling method, enables the validity of data free of distribution assumptions (distribution free). Testing done witht-test, when obtained p-value ≤ 0.10 (alpha 10%) it is said to be weakly significant, if p-value ≤ 0.05 (alpha 5%) then it is said signifi-

Table 2. Goodness of Fit Model Analysis Test

No	Model Fit and Quality Indices	Criteria Fit	Result	Infor mation
1.	Average path coefficient (APC)	$p < .05$.377 (P< .001)	Good
2.	Average R-squared (ARS)	$p < .05$.345 (P< .001)	Good
3.	Average adjusted R-squared (AARS)	$p < .05$.340 (P< .001)	Good
4.	Average block VIF (AVIF)	Acceptable if ≤ 5 , ideal ≤ 3.3	1.585	Ideal
5.	Average full collinearity VIF (AFVIF)	Acceptable if ≤ 5 , ideal ≤ 3.3	1.781	Ideal
6.	Tenenhaus GoF (GoF)	Small $\geq .1$ Medium $\geq .25$ Big $\geq .36$.371	Big
7.	Sympson's paradox ratio (SPR)	Acceptable if $\geq .7$, ideal= 1	1.000	Ideal
8.	R-squared contibution ration (RSCR)	Acceptable if $\geq .9$, ideal = 1	1.000	Ideal
9.	Statistical suppression ratio (SSR)	Acceptable if $\geq .7$	1.000	Ideal
10.	Nonlinear bivariate causality direction ratio (NLBCDR)	Acceptable if $\geq .7$	1.000	Ideal

Table 3. Hypothesis Testing Results

No	Impact of Variable (Independent Variable → Dependent Variabel)		Coefficient	P-Value	Information
1	EL	EC	.249***	P< .001	Positive, Significant
2	EL	MtL	.564***	P< .001	Positive, Significant
3	MtL	EC	.345***	P< .001	Positive, Significant
4	EL	TiL	.447***	P< .001	Positive, Significant
5	TiL	EC	.279***	P< .001	Positive, Significant
TwoSegmen Variable Test					
6	EL → MtL → EC		.269***	P< .001	Mediation
7	EL → TiL → EC		.182***	P< .001	Mediation

cant and if p-value ≤ 0.01 (alpha 1%) then said highly significant. In this study, the research hypothesis is accepted if p-value ≤ 0.05 (alpha 5%). Hypothesis testing is done to test the direct effect and indirect effect. Table 3 is the results of direct impact test.

Based on Table 3. It can be seen that the direct influence between variables is as follows:

Impact of Empowering Leadership on Employee Creativity

Empowering leadership has a direct effect on employee creativity in the state-owned banking sector in Semarang City. The result of hypothesis test shows that the coefficient value of direct link between empowering leadership on creativity of employees is 0.249 and significance value $p < 0.001$. Based on the value of path coefficient and significance value, it is known that empowering leadership has a significant positive effect on employee creativity, so H1 is accepted. The results of this study are in line with the results of research (Mo & Yu, 2017; Li & Zhang, 2016; Hon & Chan, 2013) stating that empowering leadership has a positive effect on employee creativity.

However, this result disagrees with Roellyanti's (2015) research result that empowering leadership is not proven to have a positive effect on employee creativity. Empowering leadership is said to succeed if the leader can apply his employee skills and can provide the latest information needed by the company's resources. Empowering leadership can help create an environment that supports a manner frequently done between leaders and subordinates to produce an effective and quality work. Employees who are provided with sufficient resources and given the authority to solve problems will manage their

work more efficiently when compared to employees who are given limited resources. Thus, empowered employees are willing to make extra efforts and show greater desire to engage in creative activities. The results of this study are also supported by the frequency of respondents' answers on variable empowering leadership shows the average index value of 73.36% is in the high category.

However, there is still the lowest frequency of respondents is 61%. This means that although the leadership of the State-Owned Bank in Semarang City has the ability to empower good subordinates, but the leadership of the State-Owned Bank in Semarang City has not been able to give full responsibility for customer satisfaction to its employees. So this will also affect the level of creativity of an employee because he felt that he has not been given full responsibility by the leadership.

Impact of Empowering Leadership on Motivation to Learn

Empowering leadership has a direct effect on the motivation to learn in the state-owned banking sector in Semarang City. The result of hypothesis testing shows that the coefficient value of direct link between empowering leadership on motivation to learn is 0.564 and significance value $p < 0.001$. Based on the value of the path coefficient and significance value, it is known that empowering leadership has a significant positive effect on the motivation to learn, so that H2 is accepted. The results of this study are in line with the results of research by Chow (2017) and Anuraga et al. (2017) stating that empowering leadership has a positive effect on motivation to learn. Empowering leadership empowers employees to learn to create a conducive environment in individual learning. This is done to provide

support for employment feedback and opportunities to improve the competence and progress of the company. Employees who are given more support will be creative and can develop independently. As a result, employees who have leaders with style empowering leadership tend to be motivated to learn new ways to improve performance. The results of this study also supported by the frequency of respondents' answers on motivation variables to learn shows the average index value of 72.58% is in the high category. However, there is still the lowest frequency of respondents is 65.82%. This means that although the leadership of State-Owned Banks in Semarang City has the ability to empower good subordinates, but the leadership of State-Owned Bank in Semarang City has not been able to provide training to employees equally. So the motivation to learn employees can be improved through the procurement of structured training.

Impact of Motivation to Learn on Employee Creativity

Motivation to learn has a direct effect on employee creativity in banking sector in Semarang City. The result of hypothesis testing shows that the coefficient value of direct relationship between motivation to learn to creativity of employees is 0.345 and significance value $p < 0.001$. Based on the value of the path coefficient and significance value, it is known that the motivation to learn has a significant positive effect on employee creativity, so that H3 is accepted. The results of this study are supported by previous research results by Al-Zu'bi et al. (2017) and Ayob et al. (2011) that the motivation to learn has a positive influence on employee creativity. Motivation acts as a process of mobilizing one's actions to fulfill a desired need or target's success. Differences in individual learning motivation will play an important role in influencing employee creativity. When the employee's cognitive abilities are high, these employees have more resources used to process information.

The results of this study also supported by the frequency of respondents' answers on employee creativity variables indicate the average index value of 73.90% is in the high category. However, there is still the lowest frequency of respondents is 66.55%. This means that although the leadership of the State-Owned Bank in Semarang City has given motivation to learn to its employees, but the employees of state-owned banks are less willing to take risks on their work. Thus, the employee's lack of courage can cause a person's level of creativity to decline or to be stagnant.

Impact of Empowering Leadership on Trust in Leader

Empowering leadership has a direct effect on trust in the leader in the banking sector in the city of Semarang. The result of hypothesis testing shows that the coefficient value of the direct link between empowering leadership toward trust in the leader is 0.447 and the significance value $p < 0.001$. Based on the value of path coefficient and significance value, it is known that empowering leadership has a significant positive effect on trust in leader, so H4 accepted. The results of this study are in line with the results of research Chow (2017) and Bobbio et al. (2012) which states that empowering leadership have a positive effect on trust in leaders. A person who has trust in his/her boss, tends to be easy to form a potential work pattern. The relationship of leader and follower must be aligned, because it is impossible to develop if there is no mutual trust. With the same level of trust, the leader is able to fulfill his leadership role, while the employee will feel a high level of satisfaction based on trust in the leadership.

In addition, trust in leaders will affect the safety of teams to participate openly and actively without fear of adverse consequences. The results of this study also supported by the frequency of respondents' answers on the variable of confidence in the leader shows the average index value of 77.83% is in the high category. However, there is still the lowest frequency of respondents is 61.91%. This means that although the leadership of the State Owned Bank in Semarang City has the ability to empower employees, but the leadership of the State Owned Bank in Semarang City has not been able to provide information required by its employees. So this can lead to lower levels of trust in leaders.

Impact of Trust in Leader on Employee Creativity

Trust in leader has a direct effect on the creativity of employees in the banking sector in Semarang City. The result of hypothesis testing shows that the coefficient value of the direct link between the trust on the leader towards employee creativity is 0.279 and the significance value $p < 0.001$. Based on the value of the path coefficient and significance value, it is known that the confidence in the dreamer has a significant positive effect on employee creativity, so that H5 is accepted. The results of this study are in line with the results of research Bidault and Castello (2009) which shows that the level of trust affects the creativity of employees. However, unlike Chen et al., (2008) that the trust between supe-

riors and subordinates is not proven to have an effect on employee creativity. In interdependent working relationships, usually the roles and responsibilities of individuals will increase mutual trust and have the same social sense to improve work productivity. Without trust, leadership efforts will not work. Trust is generally regarded as effective and can increase knowledge transfer between the leader and subordinates. Thus, even though employees have sufficient level of trust in the leadership of State Owned Banks in Semarang City, employees are less willing to take risks in their work, this will trigger the level of individual creativity tends to decrease.

Results of Mediation Analysis by Examination Method

The first step, examine the path p_1 that is the influence of empowering leadership on employee creativity. To qualify for the mediation variable, path p_1 must be significant.

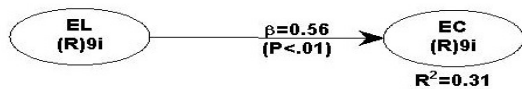


Figure 2. Model Test Results without Involving Mediation Variables

The second step, examine the effect of independent variables on the dependent variable by involving the mediation variable.

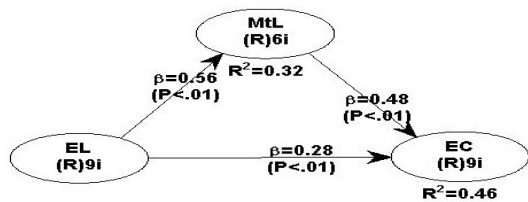


Figure 3. Model Test Result with Involving Variable Motivation Mediation for learning

Based on Figure 3. The results of the mediation analysis states that the influence of empowering leadership on motivation to learn (p_3) and the influence of motivation to learn on employee creativity (p_4) is said to be significant with the value of $p < 0.01$, and the coefficient of p_2 (empowering leadership on employee creativity after adding mediating variables) is smaller or fall from the value of the path coefficient p_1 (the effect of empowering leadership for the creativity of employees after adding mediation) is $0.28 < 0.56$, then the motivation to learn can be said as

a mediating variable portion (partial mediation), so H6 is accepted.

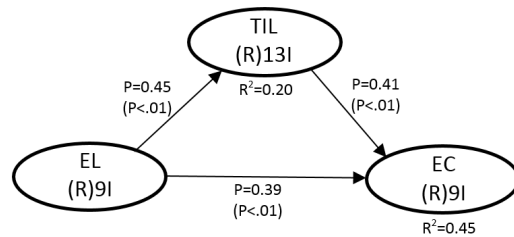


Figure 4. Model Test Results by Involving Confidence Mediation Variables on Leaders

Based on Figure 4. The result of the mediation analysis stated that the influence of empowering leadership on trust in the leader (p_3) and the influence of trust on the leader on employee creativity (p_4) is said to be significant with p value < 0.01 , and the coefficient point p_2 (empowering leadership influence on creativity after added the mediation variable) is smaller or decreases from the p coefficient value of p_1 (the influence of empowering leadership on employee creativity after added mediation variables) is $0.39 < 0.56$, then the belief in the leader can be said as partial mediation variable, so H7 is accepted.

CONCLUSION AND RECOMMENDATION

The conclusion of this research is that the empowering leadership has a positive effect on employee creativity, the motivation to learn has a positive effect on the employee creativity, and the trust in leader has an effect on the employee creativity. In addition, motivation to learn and trust in leaders successfully mediate the influence of empowering leadership on employee creativity.

Implementation for future research is expected to enlarge the research sample to test the consistency of the results. In addition, research can be done on different objects to generalize the results of the study. Another thing in leadership, the leadership of State-owned Bank in Semarang City should give priority to its employees to take effective and efficient action on their work. In addition, the company must provide equal training rights to the employees and always maintain a harmonious relationship with the leader.

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