

THE INFLUENCE OF SELF-EFFICIENCY AND VIRTUAL LEADERSHIP STYLE ON EMPLOYEE CREATIVITY

Alen Tiara Rahma Diana^{1,3}, Larasati Ahluwalia², Defia Riski Anggarini³
Universitas Teknokrat Indonesia^{1,2,3}

Alentrd9@gmail.com

Abstract

The purpose of this research is (1) to analyze the effect of self-efficacy on employee creativity, (2) to analyze the effect of virtual leadership style on employee creativity, and (3) to analyze the effect of self-efficacy and virtual leadership style on employee creativity. This study uses a population of employees in Bandar Lampung who work online and offline with a sample of 110 respondents assisted by SPSS 25. Prerequisite testing using Validity Test and Reliability Test, Data analysis technique using Multiple Linear Regression Test and Hypothesis Testing using T Test and Test F. Self-Efficacy Variable (X1) is 0.223, so it can be interpreted that $t_{count} 8.896 > t_{table} 0.223$ then the significant result is $0.026 < 0.05$, it can be concluded that Self-Efficacy has a positive effect on Employee Creativity (Y). X2) is 0.487, so it can be interpreted that $t_{count} 8.896 > t_{table} 0.487$, then the result $sig 0.000 < 0.05$, it can be concluded that Virtual Leadership Style has a positive effect on Employee Creativity (Y).

Keywords: Effect of Self-Efficacy and Virtual Leadership Style on Employee Creativity

INTRODUCTION

The era of globalization is marked by technological advances that continue to develop. Technological advances impact all aspects of life, including the world of work. Global industrial conditions and the COVID-19 pandemic have limited everyone's activities, including work that must be done virtually or from home. Therefore, we need a change in leadership style and confidence in the ability to work ourselves with digital transformation. The ability to work alone can determine how a person thinks, feels, and motivates himself to take action, which can be called (self-efficacy).

According to Woolfolk in Amalia and Framusinto (2020: 87), self-efficacy is a person's belief about competence in a particular field. So confidence in one's abilities is expected to increase one's interest. Through online work or working from home that has been done, employees with confidence in themselves can complete the work given.

According to Atik (2020), self-efficacy is an employee's assessment of his abilities or competencies in completing tasks to achieve goals and produce something. One of the keys to organizational success in the current era of globalization is the extent to which leaders and employees are synergistically able to contribute both in the process of implementing and in planning the tasks that the leader has given in achieving organizational goals, where they are required to achieve the goals set by the leader because every leader has further progress.

One of them is the creation of a new context, namely a virtual leadership style. Virtual leadership style is a leader's behavior or actions in influencing members or followers virtually, where the leader in carrying out his work tasks is done online. In addition to leadership, teamwork has been affected by the virtual environment. Virtual teams are a more standard work unit and are expected to play an increasingly important role in organizations. In this case, not only communication but collection and dissemination of information between followers and leaders occurs through electronic media. Here the leaders are called e-leaders or virtual leaders. The leadership approach used by virtual leaders is called e-leadership. Virtual leaders are leaders who direct people remotely to do work to achieve organizational goals. They use new technologies to improve their performance, find new business models, to communicate, and electronic media have replaced traditional face-to-face interactions. Although several studies on virtual leadership styles have emerged, research still needs to assess how certain leadership styles interact with communication technologies to influence work processes. In addition to virtual leadership, the pandemic requires employees to work in a hybrid environment, so employees are accustomed to working from home. Self-potential owned by employees is one of the goals of success for the organization. The organization must be open to the times and take advantage of them well. This can be done if the organization has human resources, which in this case is a competent and quality virtual leadership style. Each individual has different talents. This talent will continue to grow and develop if the organization manages it well. One of the talents possessed by a person is created. The existence of work style innovations after the pandemic has led to work creatively.

Creativity is one of the competitive advantages possessed by the organization. With creativity, employees can help the team to achieve its success goals. In addition, the creativity possessed by employees can also help the team to compete with other worlds of work in producing quality work. Creative employees are a valuable resource for organizations to survive in today's competitive environment (Suifanetal., 2018). Creativity allows employees to improve organizational performance, where creativity can be used to find new technologies, processes, techniques, or product

ideas (Ibrahim et al., 2016).

The creation of creativity is still exciting research in recent decades. Research on creativity attempts to reveal either the inputs or antecedents of their outputs or their consequences. In addition, the study of creativity also tries to combine it with several variables and discover the moderating mediation relationship in this creativity variable (Hughes et al., 2018). Several decades of research on the antecedents of creativity have been associated with employees' leadership and creative self-efficacy (Han & Bai, 2020; Wang, Tsai, and Tsai, 2014). Leadership and creativity are nothing new.

Many studies have tried to trace it. Although many variables affect creativity and innovation, effective leadership is the most critical variable (Mumford & Hamlin, 2017). Many studies have linked leadership with employee creativity (Hughes et al., 2018; Khattak, batool, and Haider, 2017), especially in the start-up era and era 4.0 (Humala, 2015). Various styles and types of leadership are believed to influence employees' levels of creativity. As well as, the virtual leadership style affects the level of creativity of employees (Shafi et al., 2020). Apart from transformational leadership that affects employee creative behavior, including authentic leadership (Chaudhary & Panda, 2018), shared leadership (Gu, Liang, and Cooke, 2020), and ethical leadership (Mo, Ling, and Xie, 2019). In the past two decades, transformational leadership has been most often associated with the ability to increase employee creativity, and there is still a significant quantity of attention to empowerment leadership. This a concern in this study, to find out whether empowerment leadership has the same effect on creativity, considering that many types of leadership can influence creativity. Likewise, the characteristics and characteristics that include empowerment leadership reflect things that direct and can influence employee creativity. Kreativitas karyawan dibutuhkan dalam lingkungan kerja saat ini untuk menciptakan dan mengembangkan pemikiran baru sehingga dapat memproses dan menghasilkan produk yang baru (Shalley & Gilson, 2004). Transformasi digital telah mengubah cara kita memimpin ketika pegawai kini bekerja secara *hybrid*, *work from home* (WFH), *work from office* (WFO), bahkan *work from anywhere* (WFA). *Hybrid* adalah sistem kerja yang memperbolehkan karyawan untuk melakukan hal apapun yang berhubungan dalam pekerjaan secara bebas, entah dari rumah maupun kantor.

Based on information from the website www.allianz.co.id (2021), many large companies worldwide have adopted a work style with a hybrid work environment. For example, a software company, Microsoft, has implemented a hybrid work environment model since October 2020. It allows selected employees to work from home 50 percent (or less) of their working time without needing approval from a manager. Another company with a hybrid work environment option is Ford Motor Company, where employees working from home during the pandemic can choose to continue working remotely with manager approval. They only need to report to the office in person for situations that require face-to-face interaction, such as group projects and some meetings. Every chosen trend and change will undoubtedly be a challenge. Not only for employees as workers but also for companies and employers. In order to maintain work productivity, the managerial team must continue to see the dynamics of the work environment as to what is most suitable for the company to implement.

LITERATURE REVIEW

The literature review or literature review contains theories and previous studies that are similar and related to the research to be carried out to authenticate the research for a literature review can be seen as follows:

Self-Efficacy (X1)

According to Woolfolk in Amalia and Framusinto (2020: 87), self-efficacy is a person's belief about competence in a particular field. So confidence in one's abilities is expected to increase one's interest. Through online work or working from home that has been done, employees with confidence in themselves can complete the work given. According to Melanie July Theresa & Rizki Zulfikar (2019), self-efficacy has the meaning of a person's belief in his ability to organize and carry out actions to achieve a goal, where the individual or someone believes that he or she can face all kinds of difficulties and can predict how much effort they put in. needed to achieve this goal.

Virtual Leadership Style (X2)

Leadership or leadership belongs to the group of applied sciences or applied science from the social sciences because the principles and formulations help improve human welfare. It is the first step to learning and understanding everything related to aspects of leadership and its problems. It is necessary to first understand the meaning or understanding of leadership through various perspectives.

Because leadership touches various aspects of human life, such as the way of life, and the opportunity to work, in society and even in the state, it seems that a conscious effort to deepen the various aspects of effective leadership needs to be carried out and even improved continuously by scientists who pursue and love without constantly collecting data in the accumulation of theories about leadership.

Employee Creativity (Y)

According to Hadiyati (2011) in Widiya and Agus (2018: 32) state that creativity is an initiative towards a product or process that is correct, appropriate, useful, and valuable towards a heuristic task, namely something that is a guide, guide or instructions that will guide us to learn and discover something new. According to Suryana in Hadiyati's research (2011:10), creativity is thinking of something new. Creativity is the ability to develop new ideas and find new ways of solving problems in the face of opportunities. Creativity is a topic that is relevant not only to entrepreneurs who are just starting but also to business and business activities in general. Creativity is essential in creating competitiveness for all organizations that care about growth and change.

Research Framework

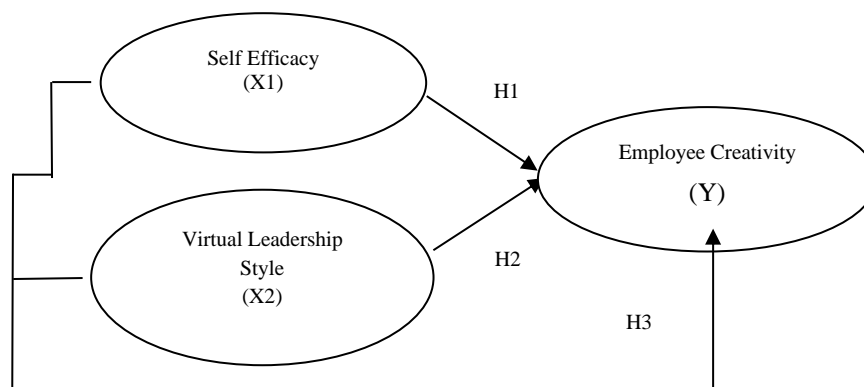


Figure 1. Conceptual Framework

Based on the theoretical review and empirical findings above, the hypotheses proposed in this study are:

H1: Self Efficacy Has a Positive and Significant Effect on Employee Creativity.

H2: Virtual Leadership Style Has a Positive and Significant Effect on Employee Creativity.

H3: Self-Efficacy and Leadership Style Together positively and significantly affect employee performance.

RESEARCH METHODOLOGY

Population and Sample

The population is a generalization area consisting of objects or subjects with specific qualities and characteristics that researchers determine to study and then draw conclusions (Sugiyono, 2018, p. 117). This study's population was all Bandar Lampung employees who had worked online or offline.

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2018, p. 131). Sampling in this study used the hair sampling method. According to Hair et al. (2010), if the sample size is too large, for example, 400, the method becomes very sensitive, so it is not easy to get suitable goodness of fit measures. So it is suggested that the minimum sample size is 5-10 observations for each parameter estimated. According to Hair et al. (2017), the minimum number of samples that should be used is ten times the total number of latent variable arrows in the path model or ten times the number of indicators. The sample obtained was 110 respondents to determine the number of samples in this study using the formula $N = 10 \times \text{operational research indicators}$. So with the number of indicators as many as 11 times ten observation variables, the minimum number is 110.

Data Collection Technique

The data collection technique in this study was by using a questionnaire. The distribution of the questionnaire will be done online in the form of a google form. To make an online questionnaire, researchers must first create a framework to make the process easier. After the questionnaire framework is created, researchers can access the google form site and create a new form using the already available templates. Then the researcher can implement the previously created questionnaire framework into the selected form template. After completion, the questionnaire can be distributed by distributing the google form link to each respondent, namely employees in Bandar Lampung who have worked online and offline via text messages sent directly to relatives who have worked online and offline.

Data Analysis Technique

This data analysis technique answers the problem formulation that will examine the variables. The data processing in this study used the SPSS (Statistical Package for the Social Science) Software Program for Windows Version 25. The data analysis techniques used to answer the problem formulation in this study were as follows:

1. Validity test is a measure that shows the level of validity and expertise of an instrument. A valid or valid instrument has high validity. Conversely, an instrument that is less valid means it has low validity. To determine whether the questionnaire used is valid, the r obtained (r -count) is consulted with (r -table). The instrument is said to be valid, and if r -count $>$ r -table, then it is said to be valid, and if r -count $<$ r -table, then the instrument is said to be invalid. A validity test can be obtained by using the SPSS program.
2. Reliability is an instrument trusted enough to be used as a data collection tool because the instrument is already good. A good instrument will not be tendentious or direct respondents to choose specific answers. Instruments that are reliable, reliable will produce reliable data. Reliability is intended to determine the level of internal consistency of respondents' answers to the instrument for measuring variables. A measurement instrument that produces a Cronbach's alpha coefficient of less than 0.6 is considered unfavorable, 0.7 is acceptable, and 0.8 is good. The reliability test in this study was carried out with the help of the SPSS version 25 program.

Variable Operation

An operational definition is a definition based on the observed variables. Indirectly, the operational definition refers to how to measure a variable; in this study, the operational variables are:

Dependent Variable

Employee Creativity

Employee Creativity Munandar in Dama and Ogi (2018), creativity or creative thinking is the ability to see various possible solutions to a problem, a form of thinking that until now has received little attention.

Independent Variable

a. Self-Efficacy (X1)

According to Woolfolk in Amalia and Framusinto (2020: 87), self-efficacy is a person's belief about competence in a particular field. So confidence in one's abilities is expected to increase one's interest. Through online work or working from home that has been done, employees with confidence in themselves can complete the work given.

b. Leadership Style (X2)

Virtual leadership style is a leader's behavior or actions in influencing members or followers virtually, where the leader in carrying out his work tasks is done online.

Research Instruments

The data used in this study is primary data derived from historical data from quoting data and information from competent parties. The type of data used in this study is quantitative data, namely data in the form of numbers that indicate the number or number of performance questionnaire results. The data collection method used in this study is to look at the values shown based on questionnaire data, both quantitative data obtained from all Bandar Lampung employees who have worked online or offline. Processing data in this study using the SPSS (Statistical Package for the Social Science) software program for windows. The variable items in this study were measured by the Likert scale measurement method to the questions posed in the questionnaire through a 5-point Likert scale, namely: Strongly Disagree (STS) with a score of 1, Disagree (TS) with a score of 2, Neutral (N) with a score of 3, Agree (S) with a score of 4 and, Strongly Agree (SS) with a score of 5 Sugiyono, (2017).

RESULTS AND DISCUSSION

Description of Respondent Characteristics

1. Gender of Respondent

General description of gender, Generation Z employees in Bandar Lampung City studied are as follows:

Table 1. Respondents by Gender

Gender	Frequency	Percentage
Male	66	61%
Female	54	49%
Total	110	100%

Table 4.1 shows that most respondents are male, as much as 61%.

2. Respondents by Age

Table 2. Respondents by Age

Age Group	Frequency	Percentage
20-25 Year	35	32%

26-30 Year	34	31%
31-35 Year	26	24%
35-40 Year	15	13%
Total	110	100%

Table 4.2 shows that most of the respondents aged 20-25 years, as much as 32%.

3. Respondents Based on Education

Table 3. Respondents Based on Education

Education	Frequency	Percentage
Senior High School	39	21,4%
Diploma	27	21,4%
Strata 1 (S-1)	31	38,1%
Strata 2 (S-2)	13	19%
Total	110	100%

Based on table 4.3, it can be seen that the characteristics of respondents based on education can be seen that of the 110 respondents with the most number of respondents, namely Strata 1 (S1), as many as 31 people or 38.1%.

3. Respondents based on how it works

Table 4. Respondent Based on Work Procedure (Online atau Offline)

Work Procedure	Frequency	Percentage (%)
Online	53	31%
Offline	67	69%
Total	110	100%

Table 4.4 shows the characteristics of respondents based on how they work, and it can be seen that of the 110 respondents with the most significant number of respondents, 67 people, or 69% did it offline. This means that most employees do their work offline.

Instrument Requirements Test Results

1. Validity Test Results

According to Wijaya & Andreani (2015), prior to data processing, all answers given by respondents were first tested for validity which was tested on respondents. The validity test is done by using product moment correlation. The significance test was carried out by comparing the calculated r-value with the r-table for the degree of freedom. In this case, n is the number of samples and = 0.05. The validity test to calculate the data and the testing process is carried out using the SPSS V.25 application.

Table 5. Results of the Self-Efficacy Validity Test

No	Item Corrected Value (R count)	R table	Sig.	Information
1	0,472	0,1874	0,000	Valid
2	0,638	0,1874	0,000	Valid
3	0,345	0,1874	0,000	Valid
4	0,682	0,1874	0,000	Valid

5	0,589	0,1874	0,000	Valid
6	0,573	0,1874	0,000	Valid

Table 4.5 above shows that all questions on the individual characteristic variables are valid because all questions have an r value > 0.1874 , and sig shows < 0.05 . Thus, all items of individual characteristics are declared valid and can be used for research.

Table 6. Virtual Leadership Style Validity Test Results (X2)

No	Item Corrected Value (R count)	R table	Sig.	Information
1	0,277	0,1874	0,000	Valid
2	0,607	0,1874	0,000	Valid
3	0,470	0,1874	0,000	Valid
4	0,675	0,1874	0,000	Valid
5	0,649	0,1874	0,000	Valid
6	0,512	0,1874	0,000	Valid

Table 4.6 above shows that all questions on the work environment variable are valid because all questions have a calculated r value > 0.1874 , and sig shows < 0.05 . Thus, all work environment items are valid and can be used for research.

Table 7. Employee Job Satisfaction Validity Test Results (Y)

No	Item Corrected Value (R count)	R table	Sig.	Information
1	0,452	0,1874	0,000	Valid
2	0,479	0,1874	0,000	Valid
3	0,524	0,1874	0,000	Valid
4	0,483	0,1874	0,000	Valid
5	0,610	0,1874	0,000	Valid
6	0,278	0,1874	0,000	Valid

Table 4.7 above shows that all questions on the work environment variable are valid because all questions have a calculated r value > 0.1874, and sig shows < 0.05. Thus, all work environment items are valid and can be used for research.

RELIABILITY TEST

Reliability Test Reliability testing was carried out with internal consistency, which was done by trying the instrument only once, then analyzed using the Cronbach Alpha technique. An instrument is declared reliable if the reliability coefficient is at least 0.6. Based on this opinion, it can be seen that an instrument is declared reliable if Cronbach's Alpha value is 0.6. In contrast, an instrument is unreliable if Cronbach's Alpha value is 0.6. (Sugiyono, 2017).

Table 8. Reliability Test Results for Variables X and Y
Reliability Statistics

<i>Cronbach's Alpha</i>	<i>N of Items</i>
1.877	18

Based on the reliability test results in Table 4.8, the results obtained are the Cronbach Alpha coefficient value > 0.6. Thus, all variables used in this study were declared reliable.

Data Analysis Test Results

Multiple Linear Regression Test

Table 9. Multiple Linear Regression Equation

Model	Beta	Coefficients Std. Error
Constant	8.896	1.747
Total X1	.218	.097
Total X2	.447	.091

Based on the results of the Multiple Linear Regression Test above, the following results are obtained:

$$Y = \alpha + \beta_1.(X1) + \beta_2.(X2) + e$$

$$Y = 8,896 + 0,218 + 0,447 + e$$

1. The constant 8.896 states that if the average value of the dependent variable is constant, then the average value of Employee Creativity differentiation is 8.896.
2. The coefficient of the value of the Self-Efficacy variable is 0.218, which means that each addition of a Self-Efficacy variable (X1) by one level will increase the Employee Creativity variable (Y) by 0.218.
3. The coefficient value of the Virtual Leadership Style variable is 0.447, which means that each addition of a Virtual Leadership Style variable (X2) by one level will increase the Employee Creativity variable (Y) by 0.447.

Hypothesis Test

According to Lupiyoadi (2015), the partial t-test tests whether an independent variable affects the dependent variable. This test serves to determine how influential the variables of Self Efficacy (X1), Virtual Leadership Style (X2), and Employee Creativity (Y) are partial. This test uses a significant level of = 5% or 0.05 and uses a T table with the following formula:

$$T \text{ table} = t = a ; n - k - 1$$

$$= t = 0,05 ; 110 - 2 - 1$$

$$= t = (0,025) ; 107 = 1.874$$

The results of partial hypothesis testing (t-test) are as follows:

Table 10. Partial hypothesis test results (t-test)

No	Variable	t count	t table	Sig
1.	X1 self-efficacy	2.254	1.874	.026
2.	X2 virtual leadership style	4.928	1.874	.000

Based on table 4.9, it is known that the t arithmetic value is $2.254 > t$ table 1.874, the value of sig (0.026) < Alpha (0.05) is known, thus H1 is accepted so that it can be concluded that self-efficacy partially has a positive and significant effect on employee creativity.

Based on table 4.9, it is known that the t arithmetic value is $4.928 < t$ table 1.874 obtained the value of sig (0.901) > Alpha (0.05); thus H2 is accepted so that it can be concluded that Virtual Leadership Style partially has a significant positive effect on employee creativity.

F Test (Simultan)

According to Lupiyoadi (2015), Simultaneous (Test - F) is used to test whether all independent variables affect the dependent variable. Simultaneous hypothesis testing results (Test - F) and using F table with the following formula: F table = $Df1 = K1 - 1 = 2$ $Df2 = N - K = 110 - 2 = 10$ So, F table = 2,589

Table 11. Simultaneous Test Results (Test - F)

F count	F table	Sig.
40,820	2,589	0,000

Based on table 4.10 Simultaneous Test (Test f) is used to determine the feasibility of a research model. A research model is declared feasible if the significance value is below 0.05. The table above shows that the calculated F value is $40.820 > F$ table 2.589, and the significance value is 0.000, which means that this research model is feasible because the significance value is below 0.05 and is stated to have a simultaneous effect between the independent variables on the dependent variable.

Determinant Coefficient Test (R2)

According to Wijaya & Andreani (2015), After the validity test, the examiner then conducted a reliability test on each instrument of individual characteristics variables, participatory leadership variables, work environment variables, and employee performance variables, using the Alpha Cronbach formula with the help of the SPSS version 25 program. Test results reliability can be seen in p there is the following table:

Table 12. Test Results for the Coefficient of Determination R2

R	R Square	Adjusted R Square	Std Error of the Estimate
.658	.433	.422	1.60906

Based on table 4.11 above, the adjusted R Square coefficient value is 0.433, meaning that all independent variables in this study can explain the relationship and their influence on the dependent variable by 47%. The remaining 53% is influenced by other variables outside this research model.

CONCLUSION

Based on the results of the research and discussion on the effect of Self-Efficacy and Virtual Leadership Style on Employee Creativity. Then it can be concluded as follows:

1. Self-efficacy has a significant positive effect on employee creativity.

2. Virtual Leadership Style has a significant positive effect on Employee Creativity.
3. Self-Efficacy and Virtual Leadership Style jointly significantly positively affect Employee Creativity.

Limitations

The author realizes that in compiling this thesis, he found many obstacles and obstacles caused by several factors, namely:

1. In this study, the questionnaire was not equipped with questions about the work industry because the data was obtained by distributing questionnaires to respondents, so the possibility of giving answers was less than the maximum.
2. The results of this study are not perfect due to the limitations of researchers in terms of time and knowledge. In addition, the author does not have experience writing scientific papers, so in this case, the study of theory, data processing, and data analysis in this thesis is still far from perfect.
3. This research is a case study, so the research results were obtained in the type of industry work in the fields of education, services, offices, telecommunications, manufacturing, banking, pharmacy, and communication design.

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