International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

From Motivation and Leadership to Creativity: The Mediating Role of Work Engagement among Food and Beverage Employees

Egi Andiyana[1], Nindya Cahyani[2*], Sumaryo[3], Andrean Eko Haryoko[4]

[1,2,3,4]Faculty of Economics and Business, Institut Putra Perdana Indonesia, Indonesia.

[*]Corresponding author: nindyacahyani7@gmail.com

Abstract

The food and beverage (F&B) sector faces increasingly dynamic competitive pressures as consumer preferences continue to shift rapidly. In this environment, organizations are required to enhance employees' creative performance as a strategic means of sustaining competitive advantage. Leadership is therefore essential because it influences employees' attitudes, motivation, and workplace behaviors that support creativity. This study examines the linkages among humble leadership, intrinsic motivation, work engagement, and creative performance among employees working in food and beverage companies located in Citra Raya, Cikupa, Tangerang Regency, Indonesia. A quantitative approach was applied through a survey-based research design. Data were obtained from 70 employees using a structured questionnaire and were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that humble leadership has a positive and significant effect on intrinsic motivation, work engagement, and creative performance. The findings also show that intrinsic motivation significantly improves both work engagement and creative performance, while work engagement significantly contributes to employees' creative performance. These findings indicate that humble leadership functions as an important organizational resource by strengthening employees' internal motivation and engagement with their work, which in turn supports higher levels of creative performance. Theoretically, this study broadens the application of Self-Determination Theory by offering empirical evidence on the connections between leadership, intrinsic motivation, work engagement, and employee creativity. From a practical standpoint, the results emphasize the need for organizations to develop humble leadership practices that foster a supportive work climate, encourage motivation and

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

engagement, and promote employee creativity, thereby improving competitiveness within the food and beverage industry.

Keywords: Humble Leadership; Intrinsic Motivation; Work Engagement; Creative Performance

INTRODUCTION

The global food and beverage (F&B) industry has evolved into an increasingly competitive and rapidly changing business sector. This development is closely associated with transformations in consumer lifestyles, rising demand for high-quality products, and stronger competition among business actors. Companies operating in this industry are consequently expected to offer more than food and beverage products. They must also create meaningful and memorable consumption experiences by combining product excellence, appealing taste, attractive presentation, reasonable prices, and high-quality service (Yusnita & Yulianto, 2013). Indonesia possesses a particular competitive strength in this industry because of its status as one of the world's leading coffee-producing countries. Differences in geographical and environmental conditions across the archipelago enable the production of numerous coffee varieties with international recognition, including Gayo, Mandailing, Sidikalang, Lampung, Malang, and Bali coffee (Nurikhsan, 2019). The continued expansion of coffee-related businesses and other F&B enterprises has further strengthened market competition, thereby encouraging companies to consistently introduce innovations to maintain their relevance and competitive position.

Human resources constitute one of the most valuable organizational assets within such a demanding business environment. The contribution of employees is no longer restricted to the completion of routine operational activities. Employees are also expected to generate original ideas, respond creatively to workplace challenges, and participate in the continuous enhancement of organizational practices. Creative performance among employees has therefore become a strategic determinant of organizational competitiveness and business continuity. Developing, empowering, and retaining qualified employees is particularly important for service-based companies, including coffee shops and other F&B businesses. Employees in these businesses interact closely with customers, meaning that their creativity can directly influence service quality, customer satisfaction, and broader organizational outcomes (Koencoro et al., 2013).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

One organizational mechanism that can facilitate employee creativity is leadership. Leadership practices shape employees' motivation, attitudes, and behavioral responses in the workplace. Humble leadership has recently emerged as a relevant leadership approach in organizational research. Leaders who demonstrate humility are willing to acknowledge their personal weaknesses, recognize the capabilities and contributions of their employees, and promote reciprocal learning throughout the organization. These characteristics contribute to the formation of a supportive psychological environment where employees perceive that their ideas, abilities, and presence are respected. A workplace characterized by such support provides employees with greater confidence and psychological empowerment. Employees are consequently more likely to develop intrinsic motivation, which refers to an internal desire to complete work because the activity itself is considered valuable, enjoyable, and personally fulfilling rather than solely because of external compensation or rewards (Waterhouse et al., 2014).

Humble leadership also provides a foundation for stronger employee engagement. Leaders who sincerely appreciate employee contributions and provide opportunities for participation in organizational decision-making can strengthen employees' emotional and psychological attachment to their work. Highly engaged employees generally demonstrate considerable enthusiasm, dedication, and concentration when performing their responsibilities. These characteristics encourage employees to allocate more substantial cognitive and emotional resources to generating innovative ideas and resolving work-related difficulties creatively (Rego et al., 2019). Self-Determination Theory explains that intrinsic motivation can be strengthened when the work environment supports employee autonomy, facilitates the development of competence, and enables meaningful participation in decisions related to work (Deci et al., 2017). Greater intrinsic motivation subsequently encourages employees to become more deeply involved in their tasks, thereby creating conditions that are conducive to improved creative performance.

Existing empirical evidence generally confirms positive relationships between humble leadership, intrinsic motivation, work engagement, and employee creative performance. Supportive interpersonal interactions established through humble leadership can strengthen employees' internal motivation, which subsequently promotes creative and innovative workplace behavior (Min et al., 2007; Waterhouse et al., 2014). Humble leadership may also influence employee creativity through indirect psychological mechanisms, particularly by enhancing intrinsic motivation and strengthening work engagement (Jeung & Yoon, 2016; Rego et al., 2019). Intrinsic motivation has been consistently identified as an essential predictor of creativity, employee engagement, job

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

satisfaction, and organizational productivity (Schaufeli, 2017; Van den Broeck et al., 2016). Employees who receive sufficient autonomy and adequate opportunities to communicate their thoughts are generally more internally motivated, which increases their likelihood of producing creative outcomes (Eisenberger et al., 2005; Zhou & Shalley, 2003). Employees with strong work engagement are similarly more prepared to demonstrate creativity because engagement generates constructive psychological conditions, such as energy, enthusiasm, satisfaction, persistence, and resilience. These positive conditions enable employees to maintain creative thinking when confronting workplace pressures and operational challenges (Abdullah et al., 2022; Avolio et al., 2009).

The scholarly discussion of humble leadership has developed considerably, yet relatively few studies have simultaneously incorporated humble leadership, intrinsic motivation, work engagement, and creative performance within one integrated research framework. This research limitation is especially apparent among small and medium-sized enterprises (SMEs) operating in Indonesia's food and beverage industry. Previous investigations have frequently examined these constructs independently or tested their relationships in organizational and cultural environments that differ from the Indonesian context. Consequently, the psychological mechanisms explaining how humble leadership facilitates employee creativity in Indonesian F&B enterprises remain insufficiently understood.

The present study responds to this research opportunity by examining the effect of humble leadership on employee creative performance through the mediating functions of intrinsic motivation and work engagement. The study focuses on employees working in food and beverage companies located in Citra Raya, Tangerang Regency, Indonesia. Self-Determination Theory is employed as the principal theoretical framework for explaining the relationships among the investigated variables. The findings are expected to extend the academic literature concerning leadership and employee creativity, particularly within Indonesian F&B SMEs. The study may also provide practical guidance for managers seeking to establish a workplace that strengthens internal motivation, promotes active employee involvement, and supports the continuous development of creative performance.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

LITERATURE REVIEW

Humble Leadership

Humble leadership refers to a leadership orientation characterized by leaders' willingness to acknowledge personal limitations, appreciate employees' strengths, and promote continuous learning. Humble leaders evaluate themselves objectively, admit mistakes, and recognize followers' contributions, thereby fostering trust, mutual respect, and psychological safety in the workplace (Owens & Hekman, 2012; Ali et al., 2020). The concept of humility is rooted in both Eastern and Western philosophical traditions, including Confucian thought, which regards humility as an essential leadership virtue (Luo et al., 2022). Within organizations, this leadership approach strengthens employees' perceptions of being valued and accepted through objective self-assessment and genuine recognition of their competencies (Nguyen Hoang Kim, 2025; Mohamed El-sayed & Nasser Rayan, 2024). From the perspective of Self-Determination Theory, humble leadership supports employees' psychological needs by providing autonomy, encouragement, constructive feedback, and development opportunities. These conditions increase intrinsic motivation, work involvement, organizational commitment, and employee performance while reducing negative workplace behavior (Deci et al., 2017; Owens & Hekman, 2016).

Intrinsic Motivation

Intrinsic motivation is an internal drive that encourages individuals to perform an activity because the work itself is perceived as interesting, meaningful, challenging, and satisfying rather than because of external rewards or pressure (Amabile et al., 1994). Employees who experience enjoyment, intellectual stimulation, and personal accomplishment tend to demonstrate greater creative potential (Amabile, 2012). The sustainability of this motivation depends largely on internal psychological rewards, including fulfillment and meaningful work experiences, particularly in complex and unstructured work settings (Delaney & Royal, 2017; Stumpf et al., 2016). Intrinsic motivation consequently functions as an important psychological mechanism that shapes employees' attitudes, behavioral choices, and responses toward work (Jensen & Bro, 2018; Waterhouse et al., 2014). Self-Determination Theory explains that intrinsic motivation develops when the needs for autonomy, competence, and relatedness are fulfilled. Satisfaction of these needs encourages stronger effort, persistence, dedication, and concentration, which ultimately enhance work engagement and employee performance (Mussagulova & Demircioglu, 2023; Bakker, 2022; Putra et al., 2017).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Work Engagement

Work engagement represents a positive and fulfilling psychological state reflected in vigor, dedication, and absorption (Schaufeli et al., 2002). Engaged employees display high energy, strong commitment, and deep concentration in completing their work, enabling them to contribute more effectively to organizational objectives (Eisenberger et al., 2020). This construct also reflects the personal energy and motivation employees invest in their professional roles (Leiter & Bakker, 2010). Work engagement is closely associated with emotional attachment, willingness to remain in the organization, and readiness to perform beyond formal job requirements (Schaufeli, 2012). Vigor, dedication, and absorption therefore represent employees' positive evaluation of their work roles and indicate a strong psychological connection with their responsibilities (Bakker et al., 2011; Schaufeli et al., 2006; Sun et al., 2022).

Creative Performance

Creative performance reflects employees' ability to generate original and useful ideas, develop innovative solutions, and apply creative approaches when performing job responsibilities (Sahadev et al., 2024). This performance emerges through creative problem-solving and is influenced by individual creativity, creative self-efficacy, and a supportive organizational environment (Kempa & Eric, 2020). Creative performance strengthens organizational effectiveness, innovation capacity, and long-term competitiveness, although creative activities often involve uncertainty, ambiguity, and the possibility of failure (Budiarti et al., 2025). Humble leaders can reduce the psychological pressure arising from these conditions by acknowledging limitations, encouraging learning from mistakes, and strengthening employees' resilience (Owens & Hekman, 2012). Creativity is also more likely to develop in complex and dynamic work environments that require employees to adapt and continuously seek alternative solutions (Carmeli et al., 2013). Support for autonomy, psychological resilience, and proactive behavior further strengthens employees' ability to produce valuable creative outcomes (Avolio et al., 2009). Creative performance may be assessed objectively through innovative outputs and intellectual property or subjectively through supervisors' evaluations of employees' creative contributions (George, 2001; Oldham, 1996; Tierney & Farmer, 2011).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

HYPOTHESIS DEVELOPMENT

Humble Leadership and Intrinsic Motivation

Humble leadership emphasizes leader–employee relationships through leaders' willingness to acknowledge personal limitations, recognize employee contributions, and establish supportive interpersonal interactions. These behaviors foster trust, respect, and a sense of belonging, thereby fulfilling employees' psychological needs and strengthening their intrinsic motivation (Waterhouse et al., 2014). Self-Determination Theory explains that intrinsic motivation increases when the needs for autonomy, competence, and relatedness are satisfied (Deci et al., 2017). Humble leaders facilitate these conditions by involving employees in decision-making, providing emotional support, and recognizing their achievements.

Employees with strong intrinsic motivation are more inclined to invest effort, develop new ideas, and seek innovative solutions to work-related problems (Min et al., 2007). Humble leaders also reduce employees' fear of failure by acknowledging mistakes, demonstrating openness, and promoting continuous learning. These practices minimize negative emotions and help employees maintain internal motivation while remaining focused on organizational goals (Rego et al., 2019). Previous studies confirm that supportive relationships developed through humble leadership can strengthen employees' intrinsic motivation (Park & Word, 2012; Waterhouse et al., 2014). Accordingly, the following hypothesis is proposed:

H1. Humble leadership has a positive and significant effect on intrinsic motivation.

Humble Leadership, Work Engagement, and Creative Performance

Work engagement is a positive work-related psychological condition characterized by vigor, dedication, and absorption (Jeung & Yoon, 2016). Engaged employees demonstrate enthusiasm, persistence, and focused involvement, enabling them to devote greater physical and psychological resources to their work. Humble leadership can strengthen engagement by recognizing employees' capabilities, encouraging participation, and creating a psychologically safe environment in which employees feel valued and supported (Rego et al., 2019).

Empirical evidence indicates that humble leadership improves learning orientation, job satisfaction, and engagement by fostering trust and supportive workplace relationships (Diab, 2016; Torres, 2023). From the Job Demands–Resources perspective, humble leadership functions as a job resource because it provides emotional

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

support, recognition, and opportunities for development, which encourage stronger employee involvement in work roles (González-Romá et al., 2006).

Humble leadership may also directly enhance creative performance. Creative activities frequently involve ambiguity, uncertainty, and the possibility that ideas may fail or be rejected, potentially creating frustration and psychological pressure (Carmeli et al., 2013). Humble leaders reduce these barriers by acknowledging mistakes, promoting learning, demonstrating openness, and offering constructive guidance. Such conditions strengthen employees' confidence to explore alternative ideas and creative solutions (Owens & Hekman, 2012). Previous findings further indicate that humble leadership strengthens organizational commitment, limits negative workplace behavior, and promotes employee creativity (Basford et al., 2014; Owens & Hekman, 2016). Therefore, the following hypotheses are proposed:

H2. Humble leadership has a positive and significant effect on work engagement.
H3. Humble leadership has a positive and significant effect on creative performance.

Intrinsic Motivation, Work Engagement, and Creative Performance

Intrinsic motivation encourages employees to perform their work because it is perceived as meaningful, enjoyable, and challenging. Employees with strong intrinsic motivation generally demonstrate higher creativity, job satisfaction, and work engagement, confirming the importance of internal motivation in generating favorable workplace outcomes (Van den Broeck et al., 2016). Work engagement is similarly associated with increased productivity, reduced absenteeism, and improved job satisfaction (Schaufeli, 2017).

Self-Determination Theory proposes that intrinsic motivation develops through the fulfillment of autonomy, competence, and relatedness needs (Bakker, 2022). Employees who receive greater autonomy and participate in work-related decisions tend to demonstrate stronger dedication, persistence, and concentration, thereby increasing their engagement (Deci et al., 2017). Intrinsically motivated employees are consequently more willing to invest cognitive and emotional resources in completing their work.

Intrinsic motivation also contributes directly to creative performance. Employees who enjoy their tasks and perceive them as meaningful are more likely to generate original ideas and develop innovative solutions (Amabile, 1988; Shalley & Perry-Smith, 2008). Strong intrinsic motivation encourages employees to explore alternative approaches and remain persistent when facing difficulties, resulting in higher creative performance (Zhou & Shalley, 2003). Autonomy and opportunities for idea expression further strengthen

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

intrinsic motivation and support innovative work behavior (Eisenberger et al., 2005). Accordingly, the following hypotheses are proposed:

H4. Intrinsic motivation has a positive and significant effect on work engagement.

H5. Intrinsic motivation has a positive and significant effect on creative performance.

Work Engagement and Creative Performance

Work engagement represents an important psychological resource for employee creativity. Employees with high engagement possess greater energy, dedication, and cognitive concentration, enabling them to develop innovative ideas and solve workplace problems more effectively (Bakker, 2022). Stronger engagement is therefore expected to improve creative performance.

Work engagement is also associated with positive emotional states, including enthusiasm, enjoyment, and job satisfaction (Abdullah et al., 2022). These emotions encourage cognitive flexibility and exploration, which are essential for developing creative ideas. Engaged employees generally demonstrate stronger resilience and a greater sense of control when confronting difficult work situations, further supporting creative performance (Avolio et al., 2009). Previous studies have largely focused on transformational and transactional leadership as predictors of creativity (De Clercq & Mustafa, 2023; Juyumaya & Torres, 2023). The present study positions work engagement as a psychological mechanism that contributes to the relationship between leadership conditions and employee creative outcomes. Therefore, the following hypothesis is proposed:

H6. Work engagement has a positive and significant effect on creative performance.

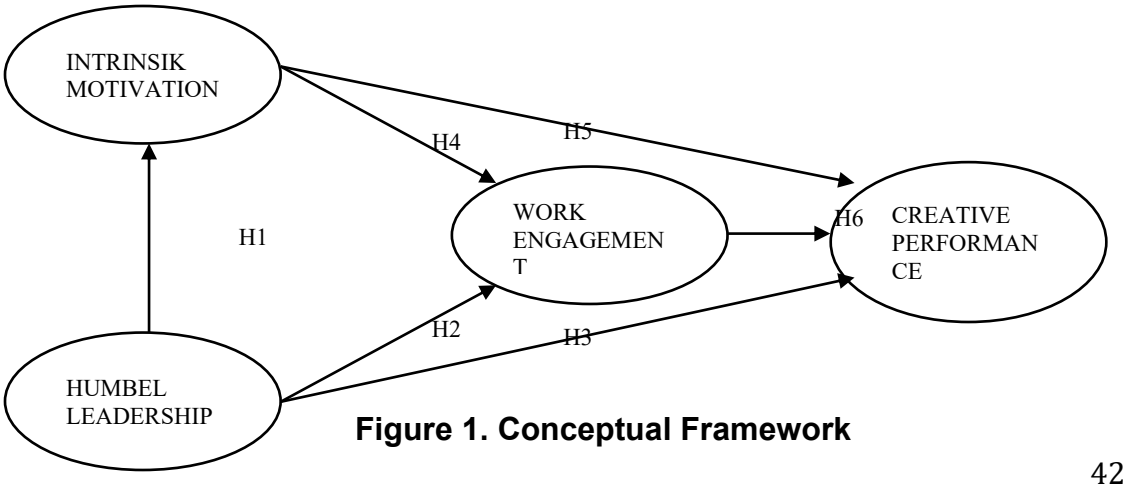


Figure 1. Conceptual Framework

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

RESEARCH METHOD

This study employed a quantitative approach using a cross-sectional survey design. Primary data were collected through an online questionnaire administered via Google Forms. Each item was assessed using a five-point Likert scale ranging from 1, representing strongly disagree, to 5, representing strongly agree. Humble Leadership (HL) was measured through nine indicators adapted from Ou et al. (2014), while Intrinsic Motivation (IM) was assessed using five indicators from Tierney et al. (1999). Work Engagement (WE) was evaluated using nine items adapted from Schaufeli et al. (2006), whereas Creative Performance (CP) was measured through nine items derived from Jensen and Bro (2018). The instrument therefore consisted of 32 measurement items.

Data collection commenced in November 2025 and involved employees of food and beverage companies operating in Citra Raya, Tangerang Regency, Indonesia. Respondents were selected through purposive sampling based on predetermined criteria. The participating companies were required to be located in Citra Raya and to have operated for at least two years. These criteria ensured that respondents possessed sufficient organizational experience to evaluate leadership practices, intrinsic motivation, work engagement, and creative performance in their respective workplaces.

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS 3. This method was selected because of its ability to estimate complex structural relationships involving several latent constructs and reflective higher-order measurement models (Hair et al., 2017). Evaluation of the measurement model covered indicator reliability, convergent validity through outer loading and Average Variance Extracted (AVE), discriminant validity, multicollinearity through the Variance Inflation Factor (VIF), and internal consistency through Composite Reliability (CR) and Cronbach's Alpha (CA). The structural model was subsequently assessed using the coefficient of determination (R^2), while hypothesis significance was tested through bootstrapping procedures based on t-statistics and p-values (Hair et al., 2017).

The minimum sample requirement was established according to PLS-SEM sampling recommendations to ensure adequate model estimation. Hair et al. (2014) recommend a sample of at least five times the number of measurement indicators, whereas Mathwick et al. (2001) suggest five to ten observations for each structural relationship. Given that the proposed model contained six structural paths, at least 60 respondents were considered necessary. A total of 70 respondents was ultimately included to improve statistical adequacy and reduce potential issues arising from incomplete or inconsistent responses.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

A pilot test was conducted before the main survey to examine the validity and reliability of the instrument using IBM SPSS Statistics 24. Construct validity was evaluated through the Kaiser–Meyer–Olkin Measure of Sampling Adequacy and individual Measure of Sampling Adequacy values. The KMO coefficients ranged from 0.667 to 0.865, while the MSA values ranged from 0.565 to 0.924. All values exceeded the minimum threshold of 0.50, confirming the suitability of the data for factor analysis. Reliability testing produced Cronbach's Alpha coefficients ranging from 0.739 to 0.939, indicating satisfactory internal consistency (Hair et al., 2014). Accordingly, all 32 indicators nine for Humble Leadership, five for Intrinsic Motivation, nine for Work Engagement, and nine for Creative Performance met the required validity and reliability criteria.

RESULTS

This study analyzed data from 70 employees working in food and beverage (F&B) companies located in Citra Raya, Tangerang Regency, Indonesia. Male and female respondents were equally represented, with each group accounting for 50.0% of the total sample. This balanced composition provided proportional gender representation in examining the relationships among humble leadership, intrinsic motivation, work engagement, and creative performance. Most respondents were aged 21–30 years, representing 74.29% of the sample, followed by those aged 16–20 years at 15.71% and 31–40 years at 10.00%. These findings indicate that the workforce represented in this study was predominantly composed of young employees.

Regarding educational background, 74.29% of respondents had completed senior high school or vocational education, while 25.71% held bachelor's degrees. Waiters constituted the largest occupational group at 41.43%, followed by cashiers at 31.43%, baristas at 18.57%, and kitchen staff at 8.57%. In terms of organizational tenure, 52.86% had worked for two to three years, 40.00% had less than one year of experience, and 7.14% had been employed for four to five years. These demographic characteristics indicate that most respondents had sufficient exposure to their organizational environment to assess leadership practices, intrinsic motivation, work engagement, and creative performance.

The indicator reliability assessment showed that most measurement items achieved outer loading values near or above the recommended threshold of 0.70. Indicators CP3–CP8, HL4–HL9, IM1–IM4, WE2–WE4, WE6, and WE7 demonstrated satisfactory loading values. Several items, including CP1, CP2, HL1, IM5, WE5, WE8, and WE9, recorded values below 0.70 but remained within an acceptable range for

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

exploratory research. The remaining indicators, including CP9 and HL3, were retained because their loading values and contributions to construct reliability remained acceptable. Two indicators showed particularly low loadings, namely HL2 at 0.364 and WE1 at 0.485. These items should therefore be interpreted cautiously and reconsidered in future studies. Hair et al. (2022) state that indicators with loadings of 0.70 or higher demonstrate satisfactory reliability, while items with values between 0.40 and 0.70 may be retained when their inclusion supports the construct's overall reliability and validity.

The internal consistency analysis indicated that the measurement constructs generally satisfied the reliability requirements for PLS-SEM. Creative Performance demonstrated strong reliability, with a Cronbach's Alpha of 0.904, rho_A of 0.916, Composite Reliability of 0.922, and Average Variance Extracted (AVE) of 0.573. Humble Leadership also showed satisfactory internal consistency, as indicated by a Cronbach's Alpha of 0.865 and Composite Reliability of 0.894. Its AVE value was 0.493, which was only slightly below the recommended threshold of 0.50. This construct was retained because its Composite Reliability and Cronbach's Alpha values exceeded the required criteria. Intrinsic Motivation and Work Engagement recorded Composite Reliability values of 0.835 and 0.901, respectively, while their AVE values exceeded 0.50. These results demonstrate that the measurement model generally fulfilled the requirements for internal consistency and convergent validity (Hair et al., 2022).

Discriminant validity was initially examined using the Fornell–Larcker criterion. The square root of the AVE was 0.757 for Creative Performance, 0.702 for Humble Leadership, 0.792 for Intrinsic Motivation, and 0.866 for Work Engagement. These values were compared with the correlations among the latent variables to determine whether each construct shared greater variance with its own indicators than with other constructs. Based on the reported correlation matrix, the Fornell–Larcker criterion was generally satisfied, indicating an acceptable level of discriminant validity (Fornell & Larcker, 1981).

Discriminant validity was subsequently assessed using the Heterotrait–Monotrait Ratio. Several construct relationships exceeded the recommended threshold of 0.90. The HTMT value was 0.919 for Creative Performance–Humble Leadership, 0.921 for Creative Performance–Intrinsic Motivation, 0.968 for Creative Performance–Work Engagement, and 0.903 for Intrinsic Motivation–Work Engagement. The relationship between Humble Leadership and Intrinsic Motivation produced an HTMT value of 0.860, which remained below the recommended limit. These findings indicate that discriminant validity was not fully established for all construct relationships. Creative Performance and Work Engagement showed the greatest conceptual overlap, as reflected by the highest HTMT

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

value. Henseler et al. (2015) explain that HTMT values above 0.90 may indicate insufficient empirical distinction between latent variables and should therefore be interpreted cautiously.

The explanatory power of the structural model was evaluated using the coefficient of determination. Creative Performance obtained an R^2 value of 0.817 and an Adjusted R^2 of 0.809, indicating that 81.7% of its variance was explained by the predictor variables included in the model. The remaining 18.3% was attributable to factors outside the proposed framework. Intrinsic Motivation recorded an R^2 value of 0.587 and an Adjusted R^2 of 0.581, showing that 58.7% of its variance was explained by the model. Work Engagement achieved an R^2 value of 0.672 and an Adjusted R^2 of 0.663, indicating that the exogenous variables explained 67.2% of its variance.

Hair et al. (2022) classify R^2 values of 0.75, 0.50, and 0.25 as substantial, moderate, and weak, respectively. Based on these criteria, the model demonstrated substantial explanatory power for Creative Performance and moderate explanatory power for Intrinsic Motivation and Work Engagement. These findings indicate that the proposed structural model has strong explanatory capacity, particularly in predicting employee creative performance within the F&B industry. The structural model and hypothesis-testing results are presented in Figure 2.

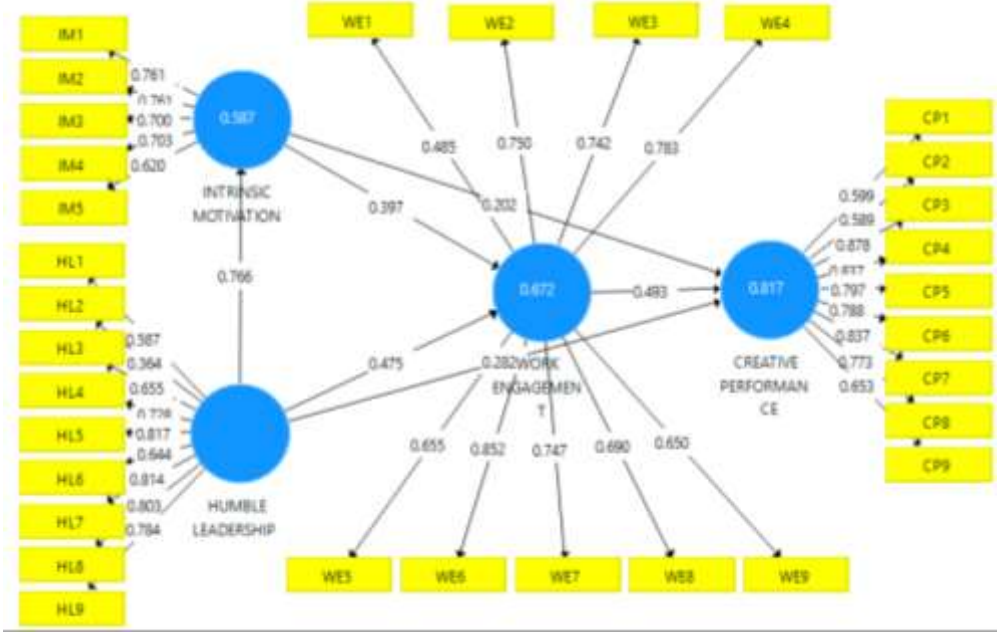


Figure 2. Structural Path t-Values

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Table 1. Hypothesis Result

Hypothesis	Research Hypothesis Statement	*Original Sample*	*T Statistic* (>1,96)	*P Value* (<0,05)	Explanation
H1	Humble Leadership has a positive and significant effect on Intrinsic Motivation.	0.766	22.298	0.000	The data support the hypothesis
H2	Humble Leadership has a positive and significant effect on Work Engagement.	0.779	21.349	0.000	The data support the hypothesis
H3	Humble Leadership has a positive and significant effect on Creative Performance.	0.820	24.368	0.000	The data support the hypothesis
H4	Intrinsic Motivation has a positive and significant effect on Work Engagement.	0.397	3.229	0.001	The data support the hypothesis
H5	Intrinsic Motivation has a positive and significant effect on Creative Performance.	0.397	3.804	0.000	The data support the hypothesis
H6	Work Engagement has a positive and significant effect on Creative Performance.	0.493	5.647	0.000	The data support the hypothesis

Source: SmartPLS, 2026

DISCUSSION

The findings demonstrate that Humble Leadership exerts a positive and significant influence on Intrinsic Motivation. Employees tend to develop stronger internal motivation when leaders acknowledge personal limitations, value employee contributions, and

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

remain receptive to learning. Such leadership practices cultivate trust, strengthen interpersonal relationships, and support employees' psychological needs for autonomy, competence, and relatedness. Fulfillment of these needs promotes self-determined motivation, as explained by Self-Determination Theory (Ryan & Deci, 2000). This result is consistent with Owens and Hekman (2012), who argue that humble leaders establish developmental relationships that encourage employees to become internally motivated. Within the dynamic F&B industry, leadership humility may therefore serve as a psychological resource that motivates employees to contribute beyond their formal responsibilities.

Humble Leadership was also found to have a significant positive effect on Work Engagement. Leaders who demonstrate respect, openness, and appreciation strengthen employees' sense of recognition and organizational belonging. These conditions encourage employees to invest greater physical, cognitive, and emotional energy in their work. From the Job Demands–Resources perspective, humble leadership functions as an important job resource by reducing psychological strain and strengthening motivational conditions. This result supports Schaufeli et al. (2002) and Owens and Hekman (2012), who emphasize the role of supportive leadership in promoting employee engagement. Such leadership is particularly relevant in F&B organizations because frontline employees play a direct role in shaping service quality and customer satisfaction.

The strongest direct relationship identified in the structural model was the effect of Humble Leadership on Creative Performance. Humble leaders create working conditions that enable employees to propose new ideas and develop alternative solutions to operational problems. Leaders' willingness to acknowledge mistakes, accept feedback, and appreciate employees' capabilities fosters psychological safety. Employees are consequently more prepared to experiment and take creative risks without excessive concern about criticism or failure. This finding supports Oldham and Cummings (1996) and Owens and Hekman (2012), who underline the importance of supportive supervisory behavior in enhancing employee creativity. Leadership humility may therefore be regarded not only as an interpersonal characteristic but also as an organizational capability that promotes innovation in the highly competitive F&B sector.

Intrinsic Motivation was found to positively influence Work Engagement. Employees who perceive their work as enjoyable and meaningful tend to demonstrate greater enthusiasm, energy, and persistence. Their engagement arises from the psychological satisfaction associated with the work itself rather than solely from external incentives. This result aligns with Self-Determination Theory, which explains that

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

internally motivated individuals voluntarily invest greater effort in meaningful activities. The finding also supports Gagné and Deci (2005), who identify intrinsic motivation as an important antecedent of employee engagement. Internal motivation is especially valuable in the F&B industry, where employees frequently encounter time pressure, intensive workloads, and demanding customer expectations.

The positive effect of Intrinsic Motivation on Creative Performance indicates that internally motivated employees are more likely to explore different perspectives, experiment with alternative approaches, and persevere when addressing complex workplace challenges. Employees who derive satisfaction from their work generally demonstrate stronger curiosity and willingness to learn, both of which support creative performance. This finding corresponds with Amabile's Componential Theory of Creativity, which positions intrinsic motivation as a central determinant of creativity. It is also consistent with Tierney et al. (1999), who found that higher intrinsic motivation contributes to stronger creative outcomes. Managerial practices that provide meaningful work, autonomy, and opportunities for development may therefore strengthen organizational innovation by increasing employees' internal motivation.

Work Engagement also produced a positive and significant effect on Creative Performance. Employees characterized by vigor, dedication, and absorption tend to allocate greater cognitive and emotional resources to generating innovative solutions and improving work processes. High engagement also strengthens persistence and proactive behavior when employees encounter operational difficulties. According to the JD-R Model, engagement represents a motivational mechanism through which job resources are converted into favorable performance outcomes, including creativity. This result is consistent with Bakker and Demerouti (2008) and Rich et al. (2010), who associate employee engagement with superior performance and innovative workplace behavior. Strengthening engagement is therefore strategically important for F&B organizations that depend on employee responsiveness and creativity to address changing customer preferences.

Overall, the findings position Humble Leadership as an important organizational resource that simultaneously promotes Intrinsic Motivation, Work Engagement, and Creative Performance. The study also supports the integration of Self-Determination Theory and the Job Demands–Resources Model in explaining how leadership behavior influences creativity through motivational and psychological mechanisms. These findings extend the literature on leadership and organizational behavior while providing practical

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

implications for F&B companies seeking to enhance innovation and long-term competitiveness through employee-centered leadership.

CONCLUSION

This study investigated the relationships between Humble Leadership, Intrinsic Motivation, Work Engagement, and Creative Performance among employees in the Food and Beverage (F&B) sector in Citra Raya, Tangerang Regency, Indonesia. The results empirically confirm that all proposed hypotheses are supported. Specifically, Humble Leadership was found to have a positive and significant influence on Intrinsic Motivation, Work Engagement, and Creative Performance. In addition, Intrinsic Motivation positively affects both Work Engagement and Creative Performance, while Work Engagement also plays a significant role in improving Creative Performance. These findings suggest that Humble Leadership represents an important organizational resource that can enhance employee creativity by strengthening internal motivation and increasing employees' engagement with their work. The study contributes to Self-Determination Theory by showing that leadership behavior can promote employee creativity through motivational mechanisms that are further reinforced by work engagement. Moreover, this research expands the leadership literature by providing empirical evidence from the Indonesian F&B industry, a sector that remains relatively underexplored in previous studies.

From a managerial perspective, the findings indicate that organizations need to strengthen humble leadership practices at different levels of management. Leadership development programs should focus on improving leaders' self-awareness, openness to feedback, appreciation of employee contributions, and commitment to continuous learning. These leadership qualities can help create a psychologically supportive workplace that encourages employees to become more intrinsically motivated, more engaged, and more creative. For companies operating in highly competitive service sectors such as the F&B industry, developing humble leadership can be an effective approach to encouraging continuous innovation, improving service quality, and maintaining long-term competitive advantage. Therefore, leadership development should not be treated merely as a managerial improvement program, but as a strategic investment that supports organizational innovation and overall performance.

Although this study offers several theoretical and practical contributions, it also has some limitations. First, the respondents were limited to employees of F&B companies in one geographic area, which may restrict the generalizability of the findings to other sectors or broader organizational contexts. Second, the use of a cross-sectional design

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

limits the ability of this study to explain causal relationships over time. Third, because the data were collected through self-reported questionnaires, the possibility of common method bias cannot be fully eliminated. Future research is therefore encouraged to apply longitudinal or multi-source research designs, examine different industrial and cultural settings, and include additional mediating or moderating variables, such as psychological safety, perceived organizational support, leader–member exchange, or organizational culture. Such extensions would provide a deeper understanding of how humble leadership contributes to the development of employees' creative performance.

REFERENCES

Abdullah, HasAbdullah, H. O., & Al-Abrrow, H. (2022). Impact of perceived organisational justice, support and identity on workplace behaviour through job attitudes: verification in the role of LOC. International Journal of Organizational Analysis, 31(6), 2645–2664.

Ali, M., Zhang, L., Shah, S. J., Khan, S., & Shah, A. M. (2020). Impact of humble leadership on project success: the mediating role of psychological empowerment and innovative work behavior. Leadership and Organization Development Journal, 41(3), 349–367. https://doi.org/10.1108/LODJ-05-2019-0230

Amabile, T. (1988). Amabile_A_Model_of_CreativityOrg.Beh_v10_pp123-167.pdf. In Research in Organizational Behavior (Vol. 10, pp. 123–167).

Amabile, T. M. (2012). Componential Theory of Creativity. Encyclopedia of Management Theory. https://doi.org/10.4135/9781452276090.n50

Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. Academy of Management Journal, 39(5), 1154–1184.

Amabile, T. M., Hil, K. G., Hennessey, B. A., & Tighe, E. M. (1994). "The Work Preference Inventory: Assessing intrinsic and extrinsic motivational orientations": Correction. Journal of Personality and Social Psychology, 68(4), 580–580. https://doi.org/10.1037/0022-3514.68.4.580

Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. Annual Review of Psychology, 60, 421–449. https://doi.org/10.1146/annurev.psych.60.110707.163621

Bakker, A. B. (2022). The social psychology of work engagement: state of the field. Career Development International, 27(1), 36–53. https://doi.org/10.1108/CDI-08-2021-0213

Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Work engagement: Further

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

reflections on the state of play. European Journal of Work and Organizational Psychology, 20(1), 74–88. https://doi.org/10.1080/1359432X.2010.546711

Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. Career Development International, 13(3), 209–223.

Basford, T. E., Offermann, L. R., & Behrend, T. S. (2014). Please accept my sincerest apologies: Examining follower reactions to leader apology. Journal of Business Ethics, 119(1), 99–117.

Budiarti, S., Wibowo, A., Sariwulan, T., Purwohedi, U., Lestari, R., & Falah, S. (2025). Determinants of Creative Performance Among Millennial Generation Mediated By Job Satisfaction: a Contribution To Corporate Strategy. Corporate and Business Strategy Review, 6(1), 19–32. https://doi.org/10.22495/cbsrv6i1art2

Carmeli, A., Gelbard, R., & Reiter-Palmon, R. (2013a). Leadership, creative problem-solving capacity, and creative performance: The importance of knowledge sharing. Human Resource Management, 52(1), 95–121.

Carmeli et al. (2013b). LEADERSHIP, CREATIVE PROBLEM-SOLVING CAPACITY, AND CREATIVE PERFORMANCE: THE IMPORTANCE OF KNOWLEDGE SHARING. Human Resource Management, 45(1), 127–145. https://doi.org/10.1002/hrm

De Clercq, D., & Mustafa, M. J. (2023). How transformational leaders get employees to take initiative and display creativity: the catalytic role of work overload. Personnel Review, 53(2), 488–507.

Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-Determination Theory in Work Organizations: The State of a Science. Annual Review of Organizational Psychology and Organizational Behavior, 4, 19–43. https://doi.org/10.1146/annurev-orgpsych-032516-113108

Delaney, M. L., & Royal, M. A. (2017). Breaking Engagement Apart: The Role of Intrinsic and Extrinsic Motivation in Engagement Strategies. Industrial and Organizational Psychology, 10(1), 127–140. https://doi.org/10.1017/iop.2017.2

Diab, W. &. (2016). Emotional Intelligence and Resilience As Predictors of Leadership I N S C H O O L a D M I N I S T R At O R S. Journal of Leadership Studies, 5(4), 20–30. https://doi.org/10.1002/jls

Eisenberger, R., Jones, J. R., Stinglhamber, F., Shanock, L., & Randall, A. T. (2005). Flow experiences at work: For high need achievers alone? Journal of Organizational Behavior, 26(7), 755–775. https://doi.org/10.1002/job.337

Eisenberger, R., Rhoades Shanock, L., & Wen, X. (2020). Perceived Organizational

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Support: Why Caring about Employees Counts. Annual Review of Organizational Psychology and Organizational Behavior, 7, 101–124. https://doi.org/10.1146/annurev-orgpsych-012119-044917

Fornell dan Larcker. (1981). 18(1), 39–50.

Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. Journal of Organizational Behavior, 26(4), 331–362.

George, J. M. (2001). When Openness to Experience and Conscientiousness Are Related to Creative Behavior : An Interactional Approach. 86(3), 513–524. https://doi.org/10.1037//0021-9010.86.3.513

González-Romá, V., Schaufeli, W. B., Bakker, A. B., & Lloret, S. (2006). Burnout and work engagement: Independent factors or opposite poles? Journal of Vocational Behavior, 68(1), 165–174. https://doi.org/10.1016/j.jvb.2005.01.003

Hair, J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. International Journal of Multivariate Data Analysis, 1(2), 107. https://doi.org/10.1504/ijmda.2017.10008574

Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. Industrial Management and Data Systems, 117(3), 442–458. https://doi.org/10.1108/IMDS-04-2016-0130

Hair, J., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. European Business Review, 26(2), 106–121. https://doi.org/10.1108/EBR-10-2013-0128

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. Journal of the Academy of Marketing Science, 43(1), 115–135.

Jensen, U. T., & Bro, L. L. (2018). How transformational leadership supports intrinsic motivation and public service motivation: The mediating role of basic need satisfaction. The American Review of Public Administration, 48(6), 535–549.

Jeung, C. W., & Yoon, H. J. (2016). Leader humility and psychological empowerment: investigating contingencies. Journal of Managerial Psychology, 31(7), 1122–1136. https://doi.org/10.1108/JMP-07-2015-0270

Juyumaya, J., & Torres, J. P. (2023). Effects of transformational leadership and work engagement on managers' creative performance. Baltic Journal of Management,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

18(1), 34–53.
Kempa, S., & Eric, S. (2020). Creative Performance: Dampak Work Environment dan Creative Self Efficacy. JRMSI: Jurnal Riset Manajemen Sains Indonesia, 11(2), 282–299.
Koencoro et al. (2013). Strategi Pengembangan Sumber Daya Manusia Dalam Meningkatkan Kinerja Karyawan Pada Coffee Shop Cerita Kopi Tanjungpinang. Prosiding SEMINALU, 135–140. http://prosiding.unipar.ac.id/index.php/seminalu
Leiter, M. P., & Bakker, A. B. (2010). Work engagement : Introduction FO IS TI IS. 1–9.
Luo, Y., Zhang, Z., Chen, Q., Zhang, K., Wang, Y., & Peng, J. (2022). Humble leadership and its outcomes: A meta-analysis. Frontiers in Psychology, 13. https://doi.org/10.3389/fpsyg.2022.980322
Mathwick, C., Malhotra, N., & Rigdon, E. (2001). Experiential value: Conceptualization, measurement and application in the catalog and Internet shopping environment. Journal of Retailing, 77(1), 39–56. https://doi.org/10.1016/S0022-4359(00)00045-2
Min, W., Xu, H., Jiuping, X., Hong, Y., & Kan, S. (2007). Comparative study of transactional, transformational, andpaternalistic leadership behaviors and leadership mechanism. Science Research Management, 28(3), 169.
Mohamed El-sayed, S., & Nasser Rayan, H. (2024). Humble Leadership And its Influence on Innovative Work Behavior Among Staff Nurses. Egyptian Journal of Health Care, 15(2), 2039–2048. https://doi.org/10.21608/ejhc.2024.443538
Mussagulova, A., & Demircioglu, M. A. (2022). What affects the turnover intention of civil servants: Evidence from Bhutan. Australian Journal of Public Administration, 82(3), 325–345.
Mussagulova, A., & Demircioglu, M. A. (2023). What affects the turnover intention of civil servants: Evidence from Bhutan. Australian Journal of Public Administration, 82(3), 325–345.
Nguyen Hoang Kim. (2025). The roles of public service motivation and humble leadership in promoting work engagement among healthcare professionals. Journal of Public Health and Development, 23(1), 102–118. https://doi.org/10.55131/jphd/2025/230108
Nurikhsan, F. (2019). Fenomena coffe shop di kalangan konsumen remaja. Widya Komunika, 9(2), 137–144.
Oldham, G. R. (1996). EMPLOYEE CREATIVITY : PERSONAL AND CONTEXTUAL FACTORS AT WORK. 39(3), 607–635.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. Academy of Management Journal, 39(3), 607–634.

Ou, A. Y., Tsui, A. S., Kinicki, A. J., Waldman, D. A., Xiao, Z., & Song, L. J. (2014). Humble chief executive officers' connections to top management team integration and middle managers' responses. Administrative Science Quarterly, 59(1), 34–72.

Owens, B. P., & Hekman, D. R. (2012). Modeling how to grow: An inductive examination of humble leader behaviors, contingencies, and outcomes. Academy of Management Journal, 55(4), 787–818. https://doi.org/10.5465/amj.2010.0441

Owens, B. P., & Hekman, D. R. (2016). How does leader humility influence team performance? Exploring the mechanisms of contagion and collective promotion focus. Academy of Management Journal, 59(3), 1088–1111. https://doi.org/10.5465/amj.2013.0660

Owens, B. P., Johnson, M. D., & Mitchell, T. R. (2013). Expressed humility in organizations: Implications for performance, teams, and leadership. Organization Science, 24(5), 1517–1538. https://doi.org/10.1287/orsc.1120.0795

Park, S. M., & Word, J. (2012). Driven to service: Intrinsic and extrinsic motivation for public and nonprofit managers. Public Personnel Management, 41(4), 705–734. https://doi.org/10.1177/009102601204100407

Putra, E. D., Cho, S., & Liu, J. (2017). Extrinsic and intrinsic motivation on work engagement in the hospitality industry: Test of motivation crowding theory. Tourism and Hospitality Research, 17(2), 228–241. https://doi.org/10.1177/1467358415613393

Rego, A., Owens, B., Leal, S., Melo, A. I., Cunha, M. P. e., Gonçalves, L., & Ribeiro, P. (2019). How leader humility helps teams to be humbler, psychologically stronger, and more effective: A moderated mediation model. Leadership Quarterly, 28(5), 639–658. https://doi.org/10.1016/j.leaqua.2017.02.002

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. Academy of Management Journal, 53(3), 617–635.

Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. Contemporary Educational Psychology, 25(1), 54–67.

Sahadev, S., Chang, K., Malhotra, N., Kim, J. H., Ahmed, T., & Kitchen, P. (2024). Psychological empowerment and creative performance: Mediating role of thriving and moderating role of competitive psychological climate. Journal of Business Research, 170(October 2023), 114310. https://doi.org/10.1016/j.jbusres.2023.114310

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Schaufeli. (2012). What Do We Know and Where Do We Go? The Counseling Psychologist, 30(1), 96–104. https://doi.org/10.1177/0011000002301006

Schaufeli, W. B. (2017). Applying the Job Demands-Resources model: A 'how to' guide to measuring and tackling work engagement and burnout. Organizational Dynamics, 46(2), 120–132. https://doi.org/10.1016/j.orgdyn.2017.04.008

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. Educational and Psychological Measurement, 66(4), 701–716. https://doi.org/10.1177/0013164405282471

Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. Journal of Happiness Studies, 3(1), 71–92.

SHALLEY, C. E., & and JILL E. PERRY-SMITH. (2008). THE EMERGENCE OF TEAM CREATIVE COGNITION: THE ROLE OF DIVERSE OUTSIDE TIES, SOCIOCOGNITIVE NETWORK CENTRALITY, AND TEAM EVOLUTION. Strategic Entrepreneurship Journal, 306, 285–306. https://doi.org/10.1002/sej

Stumpf, S. A., Tymon, W. G., Ehr, R. J., & van Dam, N. H. M. (2016). Leading to intrinsically reward professionals for sustained engagement. Leadership and Organization Development Journal, 37(4), 467–486. https://doi.org/10.1108/LODJ-08-2014-0147

Sun, B., Zhu, F., Lin, S., Sun, J., Wu, Y., & Xiao, W. (2022). How is professional identity associated with teacher career satisfaction? A cross-sectional design to test the multiple mediating roles of psychological empowerment and work engagement. International Journal of Environmental Research and Public Health, 19(15), 9009.

Tierney, P., & Farmer, S. M. (2011). Creative Self-Efficacy Development and Creative Performance Over Time. 96(2), 277–293. https://doi.org/10.1037/a0020952

Tierney, P., Farmer, S. M., & Graen, G. B. (1999). An examination of leadership and employee creativity: The relevance of traits and relationships. Personnel Psychology, 52(3), 591–620.

Torres, J. &. (2023). Leader humility and team performance: Exploring the mediating mechanisms of team PsyCap and task allocation effectiveness. Journal of Management, 45(3), 1009–1033.

Van den Broeck, A., Ferris, D. L., Chang, C. H., & Rosen, C. C. (2016). A Review of Self-Determination Theory's Basic Psychological Needs at Work. Journal of Management, 42(5), 1195–1229. https://doi.org/10.1177/0149206316632058

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Waterhouse, J., French, E., & Puchala, N. (2014). The Impact of Socialisation on Graduates' Public Service Motivation - a Mixed Method Study. Australian Journal of Public Administration, 73(2), 247–259. https://doi.org/10.1111/1467-8500.12079

WILMAR B. SCHAUFELI, MARISA SALANOVA, V. G. ´ALEZ-R. ´A and A. B. B. (2002). The Key to Improve Performance:Employee Engagement. IOSR Journal of Business and Management, 18(10), 19–25. https://doi.org/10.9790/487x-1810041925

Yusnita, H. W., & Yulianto, A. (2013). Upaya Food & Beverage Restaurant Dalam Meningkatkan Kepuasan Tamu Melalui Variasi Product. Khasanah Ilmu-Jurnal Pariwisata Dan Budaya, 4(1).

Zhou, J., & Shalley, C. E. (2003). Research on Employee Creativity: a Critical Review and Directions for Future Research. Research in Personnel and Human Resources Management, 22, 165–217. https://doi.org/10.1016/S0742-7301(03)22004-1

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.