

The Influence of Psychological Capital, Employee Engagement, Organizational Commitment to Creativity of Civil Servants in the Government of Bukittinggi City

Fitrialdi¹ Syahrizal² Abror³

^{1, 2, 3}Universitas Negeri Padang, Padang, Indonesia

Corresponding author. Email: 81aldi@gmail.com

ABSTRACT

This article aims to analyze the effects of psychological capital, employee engagement and organizational commitment on creativity in the civil servant environment of the Bukittinggi city government. This study uses data analysis methods with the smartPLS application. The sample used was 154 respondents. The results of this study are: 1) employee engagement significantly and positively influences employee engagement, 2) employee engagement significantly and positively influences organizational commitment, 3) organizational commitment significantly and positively influences creativity, 4) employee engagement significantly and positively influences creativity, 5) positive employee engagement is able to mediate the relationship between psychological capital with organizational commitment, 6) positive employee engagement is able to mediate the relationship between psychological capital and creativity.

Keywords: *Psychological Capital, Employee Engagement, Organizational Commitment, Creativity*

1. INTRODUCTION

Modern organizational concepts, employee contributions and productivity are expected to be demonstrated through creativity and innovation in work (Hou, Gao, Wang, Li, & Yu, 2011). Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia (PANRB) No. 30 of 2014 concerning Guidelines for Public Service Innovation requires innovation in public services and sustainable development from the region to the center where the innovation process is part of the creative

process of knowledge creation or a process creativity in making new discoveries that are different and / or modification from existing ones. However, the Bukittinggi city government is still experiencing problems in realizing the process of creativity of public services. It appears from the data that has been proposed to the relevant central public innovation competition no one has received awards from the center in addition to the proposal conveys innovation was always monotonous and there is nothing new in every year .

The observed phenomenon, the writer has a view subjectivity which one of them is the indication of lack of creative human resources (Amabile, Conti, Coon, Lazenby, & Herron, 1996). The creativity of individual employees is an important component of forming a strong organization. Individual creativity on the job includes a way to create solutions to overcome challenges in every job and can bring benefits to the organization (Amabile, 1988). Meanwhile, to bring about employee creativity can be done with a high commitment to the organization itself and also employee attachment to their work (Hou et al., 2011). But this employee engagement cannot stand alone, because it needs psychological capital as a support to increase the employee's attachment (Kang & Busser, 2018).

Therefore this study besides being able to provide an illustration for the Bukittinggi city government, is also expected to be useful in providing academic literature by presenting an analysis of the effects of psychological capital, employee engagement and organizational commitment to creativity.

1.1. Creativity

Creativity is defined as the production of new and useful ideas issued by an individual or a small group of individuals who work together "(Amabile, 1988, p.126). These new and useful ideas are products of the human mind (Ghiselin, 1963). Producing ideas about new or potentially useful products or procedures (Amabile, Conti, Coon, Lazenby, & Herron, 1996). Creativity is very important for organizations because creative contributions can not only help organizations be more efficient and more responsive to opportunities, but also helps organizations adapt to change, grow and compete. Researchers have mentioned that some level of creativity is needed in almost every job (Shalley, Gilson, & Blum, 2000; Unsworth, 2001; Ford, 1996).

So the writer can conclude that creativity is an ability produced by individuals from a process in producing a method or work that is new and useful.

1.2. Employee Engagement

Employee Engagement has different definitions according to experts which partly defines that Employee Engagement is the use of organizational members for their work role in engagement, people employ and express themselves physically, cognitively, and emotionally in their work performance. Engagement means being psychologically present when occupying and performing roles in organizations (Kahn & Kahn, 1990). Some of them define it as the presence of energy, involvement, and effectiveness which is a direct opposite of the 3 (three) burnout dimensions namely; fatigue, cynicism and ineffectiveness (Maslach et al., 2001).

From the description of the definitions according to the experts above, the author concludes that Employee Engagement is a positive attitude consisting of cognitive, emotional, and behavioral components related to the performance of an employee with an enthusiasm to engage in the company and his work as a whole and voluntarily.

1.3. Organizational Commitment

Organizational Commitment is defined as a relative strength of individual identification that is accompanied by involvement in a particular organization and can be characterized by strong confidence and acceptance of the values and goals of the organization, willingness to exert sufficient effort on behalf of the organization and have a strong desire to maintain membership in an organization (Mowday, Porter, and Steer, 1982). Furthermore Meyer and Allen (1993) mention the dimensions of commitment consisting of affective commitment, continuance commitment and normative commitment.

1.4. Psychology Capital

Psychological Capital is the development of the concept of *Positive Behavior in Organizations* (*Positive Organizational Behavior*) introduced by Luthans (2002). Discussion of *Positive Behavior in Organizations* focuses on the ability and psychological strength of individuals. Luthans

(2002) defines Positive Behavior in Organizations as a study and application of strengths and psychological abilities that are positive in the individual. Constructs that include Positive Behavior in Organizations have specific requirements, which must be able to be measured, developed, and managed effectively, so as to provide benefits through improvement or improvement in the work environment (Luthans, 2002). Luthans, Youssef-Morgan, and Avolio (2015) then developed a new concept called *Psychological Capital* as a micro intervention model of Positive Behavior in Organizations, with the aim of achieving individual performance improvement in an industry-organizational context.

1.5. Effect of Psychological Capital on Employee Engagement

Psychological capital can encourage the birth of work attachment. This shows the higher psychological capital owned by individuals, the more bound employees are at work. Individuals who have psychological capital are characterized by having the confidence to accept and make efforts to accomplish challenging tasks, have an optimistic attitude about success in the present and future and have a persistent nature in achieving goals and if necessary redirect the path to success and if experiencing problems, surviving and strong (resilience) to achieve success. When individuals have psychological resources that will make them have a high dedication to work, full of energy, and enthusiastic at work.

A number of studies have shown a link between psychological models and work attachment. Research by Kang Hee Jung and James A. Busser (2018) on hospitality organizations shows that psychological capital and service climate have proven to be very important in increasing employee engagement. Creativity is indirectly born through the process of employee engagement arising from training and empowerment (Nawaz) et al. 2014). But the employee's attachment cannot stand alone, because it needs psychological capital as a support to increase the employee's attachment (Kang, Hee Jung and Busser, James A. 2018).

1.6. Effect of Employee Engagement on Organizational Commitment

Employee engagement focuses on the engagement between employees and their work, while organizational commitment focuses on the engagement between employees and their organizations. Kahn (1990) is the first figure to state that work engagement can positively impact organizational level results, arguing that employees want to work for reasons other than "they are paid for the work" but they will work to pursue organizational success. Employee engagement can bring strong impact on his affective commitment to the organization (Brunetto et al, 2012). so he feels proud of his relationship with the organization and seeks to develop creative efforts to solve problems and take advantage of opportunities. The relationship between employee work engagement and organizational commitment is also strengthened by research conducted by Schaufeli and Salanova (2007) who found that when employee engagement levels increase, employees will devote their energy to the organization. Research Brunetto et al. (2012) found that organizational commitment was triggered by employee attachment to work.

1.7. Effect of Organizational Commitment on Employee Creativity

The creation of individual creativity is easily formed if commitment to the organization owned by employees arises (Hou et al., 2011). The same thing is also proven by de Vries (2018) that it is important to focus on employees who are hired temporarily or contract employees to create jobs that are committed to the organization so as to create a creative environment (Human, Leadership, & Vries, 2018).

1.8. The Effect of Mediating Employee Engagement on the Relationship Between Psychological Capital and Organizational Commitment

According to Scaufeli and Bakker (2006) in Nawaz et al. (2014) pursuing organizational goals are very demanding of the results of the work, then employees as part of the organization will dedicate all of their resources including cognitive and emotional to work roles

that have an energy level, enthusiasm and that make them absorbed in their work. Paek et al (2015) add psychological capital can play a role in determining the results associated with the work. Besides that psychological capital as an aspect of personal resources related to work, will positively influence work engagement. So it is concluded that through mediation of work engagement variables, then psychological capital can further influence organizational commitment.

1.9. The Effect of Mediating Employee Engagement on the Relationship Between Psychological Capital and Creativity

Bhuvanaiah, T and Raya, RP (2015) Employee involvement can be encouraged through a process of motivation (intrinsic or extrinsic). Intrinsic motivation plays a more dominant role in influencing such involvement (R, Singh. 2016). Prabhu, Veena et al (2008) add from the results of their research, they prove that intrinsic motivation is able to mediate self-efficacy towards student creativity. Therefore it can be concluded that employee tied variables can mediate the relationship between psychological capital and individual creativity.

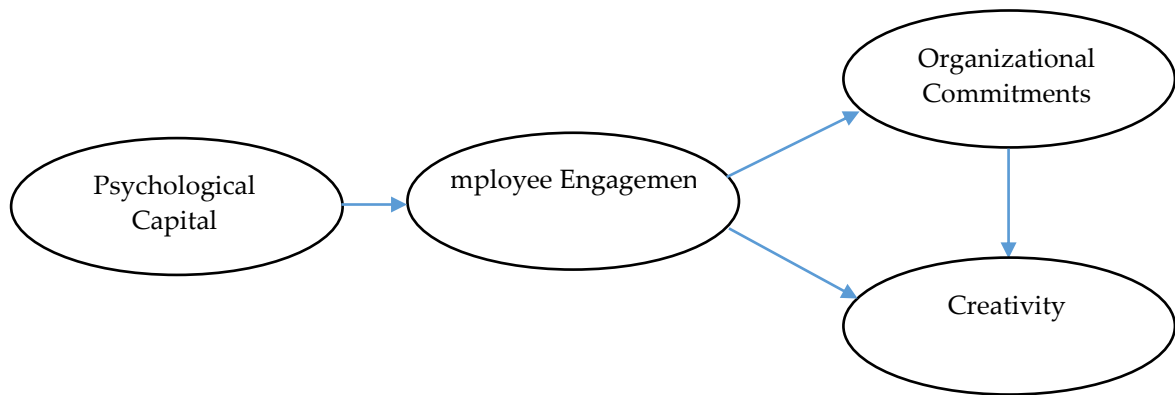


Figure 1 . Model

2. METHODS

2.1. Determination of Samples

Samples were taken by the Slovin sampling technique. The total population of 248 OPD people who perform basic services in the Bukittinggi city government and by using a margin of error of 5 percent, the number of respondents that can be tested is 154 respondents.

2.2. Analysis Method

This study uses data analysis using software smartPLS version 3.3.2 because these studies have respondents are not too much to be researched while smartPLS applications that accommodate Partial Least Square (PLS) can run the data with a minimum of 20 respondents per endogenous variable (vinzi 2010).

RESULT AND DISCUSSION

2.3. Description of Research Samples

The sample descriptions in this study are shown in the following table 1.

Table 1. Description of Research Samples

No	Demographic Characteristics	Category	Frequency (people)
1	Gender	a. Male	73
		b. Girl	81
2	Age	a. 18-27 years old	1
		b. 28-37 years old	31
		c. 38-47 years old	73
		d. 48-57 years old	49
		e. Above 58 years old	0
3	Last education	a. Elementary / middle school	0
		b. High school	28
		c. Diploma	21
		d. S1	82
		e. S2	23
4	Years of service	a. 1-5 years	6
		b. 5-10 years	15
		c. 11-15 years old	33
		d. 16-20 years old	38
		e. > 20 years old	62

Source: Primary data processed, 2020

2.4. Discussion of Research Results

2.4.1. Testing the Outer Model

There are three criteria for data analysis techniques using SmartPLS to assess the *outer model*, namely *convergent validity*, *discriminant validity* and *composite reliability*.

The correlation between item scores or component scores estimated with PLS software is used to assess the measurement model's Convergent Validity with reflexive indicators.

2.4.1.1. Convergent validity

Convergent validity by looking at the outer loadings table. The loading factor limit is 0, 5. If the loading factor value > 0.5 then convergent validity is fulfilled, if the loading factor value < 0, 5 then the construct must be dropped from the analysis (Ghozali, 2006). The loading factor value in the initial model does not meet convergent validity because there are several indicators that have a loading factor value below 0.5. Modification of the model is carried out three times by processing data by removing the question indicator whose value is less than 0.5.

Table 2 . Outer Loading

Indicator	Variable	Outer Loading
(A) Psychological Capital	A.2	.684
	A.3	.76
	A.4	0.755
	A.5	0.685
	A.9	0.722
	A.11	0.739
	A.21	0.741
	A.24	0.638
(B) Employee Engagement	B.1	0.68
	B.2	0.71
	B.5	0.754
	B.6	.701
	B.7	0.645
	B.8	0.713
	B.9	0.718
	B.10	.776
	B.11	.702
	B.14	0.622
(C) Organizational Commitments	C.3	.804
	C.4	.677
	C7	.854
	C.20	0.767
(D) Creativity	D.1	0.828
	D.2	.889
	D.3	.89
	D.4	.892

Source: SmartPLS 3 output , Primary Data processed, 2020

2.4.1.2. Discriminant Validity

The model will have good *discriminant validity* if the loading value of each indicator of

a latent variable has the greatest loading value compared to other loading values of other latent variables.

Table 3 . Cross Loading

	A	B	C	D	
A11	0.738592		0.52046	0.433244	0.519894
A2	0.684187		0.34166	.383363	0.517295
A21	0.740662		0.551668	.461234	0.51343
A24	0.638085		0.48344	0.456481	0.409105
A3	0.760473		0.401621	.400796	0.530903
A4	0.755235		0.36705	0.345746	0.470751
A5	0.684705		0.357234	0.35128	0.465767
A9	.721714		0.486021	0.467675	0.482509
B1	.34312		0.679879	0.453165	0.399588
B10	0.470489		0.77569	0.594394	0.572491
B11	0.531836		0.702114	0.513782	0.504517
B14	0.484036		0.62215	0.417043	0.397219
B16	0.528707		0.801859	0.626572	0.608329
B2	0.35801		0.71011	0.468267	0.363884
B5	0.449469		0.754458	0.505673	0.492147
B6	0.39471		.700911	0.501213	0.451349
B7	0.497802		0.645154	0.448216	0.416859
B8	0.414117		0.712547	0.480688	0.535298
B9	0.436574		0.717859	0.539269	0.525353
C20	0.446112		0.486196	0.767223	0.360324
C3	.376246		0.615583	0.804002	0.545508
C4	0.594868		0.47067	.676918	0.509437
C7	0.43225		0.622943	0.853813	0.564388
D1	0.54009		0.558508	0.537256	0.828364
D2	0.648175		0.574289	0.568917	.889461
D3	0.610312		0.56556	0.541284	.889914
D4	0.591123		0.674514	0.60894	.891706

Source: SmartPLS 3 output , Primary Data processed, 2020

Table 3 shows that each latent variable has good *discriminant validity* in which some latent variables have gauges that are highly correlated with other constructs.

2.4.1.3. Reliability Test

The reliability value of a construct could also be used to see the criteria of validity and reliability. *Composite reliability* that measures a construct can be evaluated by two kinds of measures, namely *internal consistency* and *Cronbach's alpha*.

Table 4 . the value of *Composite Reliability* and *Cronbachs Alpha*

	Cronbach's Alpha	Composite Reliability
Psychology Capital	0.866	.894
Employee Engagement	.903	0.919
Organizational Commitment	0.781	.859
Creativity	.898	0.929

Source: SmartPLS 3 output , Primary Data processed, 2020

2.4.2. *Testing Structural Model (Inner Model)*

Testing the *inner model* or structural model is done to see the relationship between the

construct, the significance value and the *R-square* of the research model.

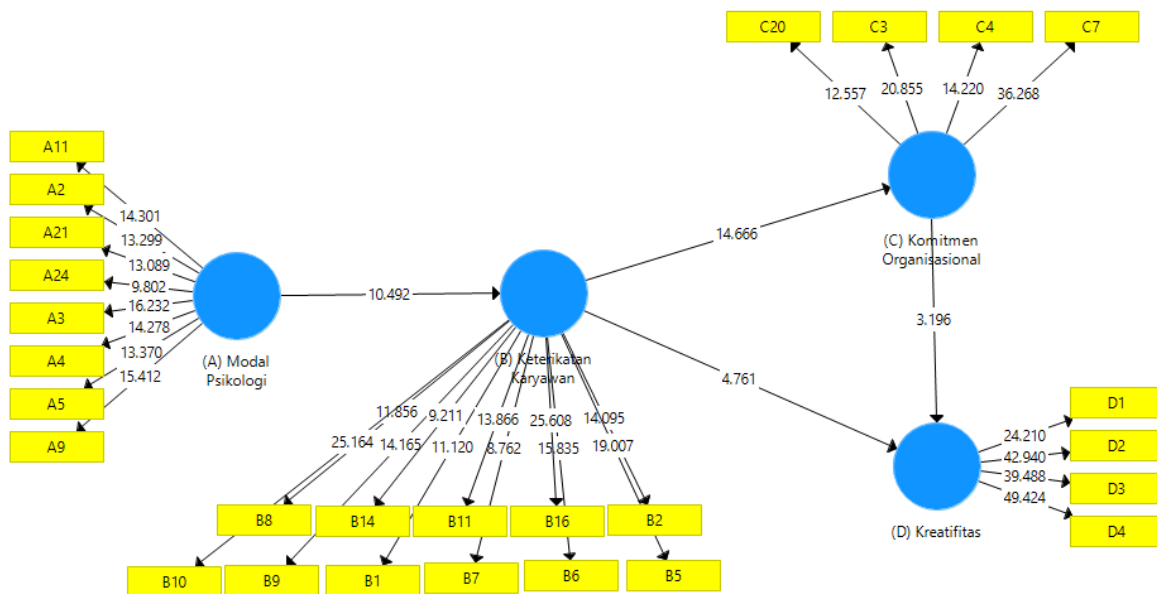


Figure 2 . Inner model

Source: SmartPLS 3 output , Primary Data processed, 2020

2.4.2.1. *R Square*

value *R-square* to be used to see the relationship between variables, which is a test for *goodness-fit fashion*.

Organizational Commitment	0.509
Creativity_	0.516

Table 4 . the value of *R-Square*

	R Square
Employee Engagement	.398

It can be concluded that:

1. The Employee Engagement variable is influenced by Psychological Capital by 0.398 or by 39.8 %

- (strong). While the rest influenced by variables other were not investigated further.
2. The variable Organizational Commitment is influenced by employee engagement and psychology capital of 0.509 or 50.9 % (strong). While the rest influenced by variables other were not investigated further.
3. Creativity variable is influenced by Organizational Commitment, Employee Engagement and Psychological Capital of 0.516 or 51.6 % (strong). While the rest influenced by variables other were not investigated further.

3.2.3. Hypothesis Testing

Significant analysis of hypotheses can be seen from the *Path Coefficients* table (*Direct effect* and *Indirect effect*), if the score of t arithmetic < t tables 1, 96.

Table 5 . Hypothesis Testing of the Path Coefficient (*Direct effect*)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O / STDEV)	P Values
Psychology Capital-> Employee Engagement	0.631	0.633	0.060	10,492	0,000
Employee Engagement -> Organizational Commitment	0.714	0.714	0.049	14,666	0,000
Employee Engagement -> Creativity	0.448	0.457	0.094	4,761	0,000
Organizational Commitment -> Creativity	0.327	0.320	0.102	3,196	0.001

Source: SmartPLS 3 output , Primary Data processed, 2020

Table 6 . Hypothesis Testing of the Path Coefficient (*Indirect effect*)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O / STDEV)	P Values
Capital Psikologi-> Employee Engagement -> Organizational Commitment onal	0.450	0.454	0.066	6,676	0,000
Psychological Capital-> Employee Engagement-> Creativity	0.283	0.291	0.073	3,891	0,000

Source: SmartPLS 3 output , Primary Data processed, 2020

Based on the table above, the conclusion is that:

1. Psychology Capital has a significant and positive effect on employee engagement

Employee Engagement influence significant effect of Organizational Commitment

2. Employee Engagement influence significant influence and positive impact on Creativity
3. Organizational Commitment has a significant and positive effect on creativity
4. Employee engagement is significantly able to be an intermediary between Psychological Capital and Organizational Commitment
5. Employee engagement is significantly able to be an intermediary between Psychology Capital and Creativity

2.4.3. Relationship between Psychology Capital and Employee Engagement

The test results show that the relationship between Psychology Capital (X) and Employee Engagement (Y1) shows a positive and significant value. With a statistical T value of 10.492 greater than 1.96. Hypothesis (H0) is rejected, which means that ASN which has Psychological Capital will create a positive effect on increasing Employee Engagement to the organization. Thus this corresponds to previous research.

2.4.4. Relationship between Employee Engagement and Organizational Commitment

The test results show that the relationship between Employee Engagement (X2) and Organizational Commitment (Y2) shows a positive and significant value. With a statistical T value of 14.666 greater than 1.96. Hypothesis (H0) is rejected which means that ASN which has a strong Employee Engagement will create a positive effect on increasing commitment for the organization. Thus this is in line with previous research.

2.4.5. Relationship between Employee Engagement and Creativity

The test results show that the relationship between Employee Engagement (X2) with

Creativity (Y3) shows a positive and significant value. With a statistical T value of 4.761 greater than 1.96. Hypothesis (H0) is rejected, which means that ASN which has a strong Employee Engagement will create the creativity of ASN itself. Thus this is in line with previous research.

2.4.6. Relationship between Organizational Commitment and Creativity Engagement

The test results show that the relationship between Organizational Commitment (X3) and Creativity (Y3) shows a positive and significant value. With a statistical T value of 3, 196 greater than 1.96. Hypothesis (H0) is rejected, which means that ASN which has a commitment to the organization will create creativity. Thus this is in line with previous research.

2.4.7. Relationship between Employee Engagement Mediates the Relationship between Psychology Capital and Creativity

The test results showed that the Employee Engagement (X2) is able to mediate the relationship between the capital Psychology (X1) with Creativity (Y3) which show a positive and significant value. With a statistical T value of 6.676, greater than 1.96. Hypothesis (H0) is rejected which means that ASN Psychology Capital can be mediated by Employee Engagement so that it will facilitate the creation of ASN creativity. Thus this is in line with previous research.

2.4.8. Relationship between Employee Engagement Mediates the Relationship between Psychological Capital and Organizational Commitment

The test results show that Employee Engagement (X2) is able to mediate the relationship between Psychological Capital (X1) and Organizational Commitment (Y2) which shows a positive and significant value. With a statistical T value of 3.891 greater than 1.96. Hypothesis (H0) is rejected, which means that ASN Psychology Capital can be mediated by the Employee Engagement which makes it easier to create commitment to the organization. Thus this corresponds to previous research.

4. CONCLUSION

This study presents a model that shows that creativity variables can be influenced directly or indirectly by psychological capital variables, employee engagement variables and organizational commitment. So that it can be illustrated that the individual creativity of an ASN is highly dependent on other variables, namely psychological capital variables in which the staffing department must be sensitive to continue to commit to create and develop quality resources especially for ASN psychological capital. Besides that coaching from the leadership of each SKPD cannot be ignored because it is through the coaching of its staff so that it can increase the employee engagement variable and indirectly will create the conditions of the organization that supports the ASN to commit and besides that their creativity.

REFERENCES

- Abbas, M, & Raja, U. (2011). Impact of psychological capital on innovative performance and job stress. In the 15th International Business Research Conference.
- Allen, NJ & Meyer, JP (1990). The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to The Organization. *Journal of Occupational Psychology*, 63, 1-18.
- Amabile, TM (1983). The social psychology of creativity: A componential conceptualization. *Journal of Personality and Social Psychology*, 45 (2), 357-376.
- Amabile, TM, Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal*, 39: 1154-1184.
- Amabile, TM (1998). How to kill creativity. *Harvard Business Review*, 76 (5), 77-87.
- A Roof Richard, . (2015). The Association of Individual Spirituality on Employee Engagement: The Spirit at Work. *Journal of Business Ethics*.585-599.
- Brunetto, Y., Teo, STT, Shacklock, K., & Farr-Wharton, R. (2012). Emotional intelligence, job satisfaction, well-being and engagement: Explaining organizational commitment and turnover intentions in policing. *Human Resource Management Journal*, 22 (4), 428-441. <https://doi.org/10.1111/j.1748-8583.2012.00198.x>
- Bhuvanaiah, Tejaswi Raya, R P. (2015). Mechanism of Improved Performance: Intrinsic Motivation and Employee Engagement. *SCMS Journal of Indian Management*.12, 92-97.
- Carmeli, A., Gelbard, R., & Reiter-Palmon, R. (2013). Leadership, Creative Problem-Solving Capacity, and Creative Performance: The Importance of Knowledge Sharing. *Human Resource Management*, 52 (1), 95-121. doi: 10.1002 / hrm.21514
- Çetin, F. (2011). The effects of organizational psychological capital on the attitudes of commitment and satisfaction: A public sample in Turkey. *European Journal of Social Sciences*, 21 (3), 373-380. <https://doi.org/10.4026/1303-2860.2011.0184.x>
- Evans, JR (1991), *Creative Thinking: In the Decision and Management Sciences*, South-Western Publishing, Cincinnati, OH.
- Ford, CM (1996). A theory of individual creative action in multiple social domains. *Academy of Management Review*, 21: 1112-1142.
- Ghiselin, B. (1963). Ultimate criteria for two levels of creativity. In CW Taylor & F. Barron, (Eds.), *Scientific Creativity: Its Recognition and Development*, NY: John Wiley & Sons: 30-43.
- Gilson, LL (2008). Why be creative? A review of the practical outcomes associated with creativity at the individual, group, and organizational

- levels. In J. Zhou & CE Shalley (Eds.), *Handbook of Organizational Creativity*, NY: Lawrence Erlbaum Associates: 303-322.
- G. Soda., D. Stea., T Pedersen ., (2019). Network Structure, Collaborative Context, and Individual Creativity. *Journal of Management*. 1-27.
- Hou, Y., Gao, G., Wang, F., Li, T., & Yu, Z. (2011). Organizational Commitment and Creativity: the Influence of thinking styles. *Annals of Economics and Finance* , 12 (2), 411-431.
- Human, S., Leadership, R., & Vries, JM De. (2018). The effect of organizational commitment on employee creativity : what is the role of a temporary work contract ? Faculty of Management, Radboud University Nijmegen , (November 2018).
- Kahn, WA, & Kahn, WA (1990). Psychological Conditions of Personal Engagement and Disengagement at Work PSYCHOLOGICAL CONDITIONS OF PERSONAL ENGAGEMENT AND DISENGAGEMENT AT WORK. *Academy of Management Journal* , 33 (4), 692-724. <https://doi.org/10.2307/256287>
- Kang, HJ (Annette), & Busser, JA (2018). Impact of service climate and psychological capital on Employee Engagement t: The role of organizational hierarchy. *International Journal of Hospitality Management* , 75 (March), 1-9. <https://doi.org/10.1016/j.ijhm.2018.03.003>
- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 23, 695 - 706.
- Lututhans. F., Youssef-Morgan CM, & Avolio. BJ (2015). *Psychological capital: Developing the human competitive edge*. New York: Oxford University Press, Inc.
- Madjar, N., & Shalley, CE (2008). Multiple tasks 'and multiple goals' effect on creativity: Forced incubation or just a distraction? *Journal of Management*, 34: 786-805
- Maslach, C., Schaufeli, WB, & Leiter, PM (2001). Job Burnout. *Annual Rev. Psychology*, 52, 397-42
- Mathieu, JE, & Zajac, DM (1990). A Review and Meta-analysis of the Antecedents, Correlates, and Consequences of Organizational Commitments. *Psychological Bulletin*, 108, 171-194.
- Meyer, JP, & Allen, NJ (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-89
- Meyer, JP and Allen, NJ (1993), A Three Component Conceptualizon of Organizational Commitment. *Human Resource Management Review*, 1
- Mowday, R., Steers, R., & Porter, L. (1979). The Measurement of Organizational Commitment. *Journal of Vocational Behavior*, 224-247.
- Mowday, RT, Porter, LW, & Steers, RM (1982). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism and Turnover*. San Diego: Academic Press.
- Ohana, M, Meyer, Maryline and Swaton, Sophie. (2012). Employee Participation and Organizational Commitment Decision-Making in Social Enterprises: Exploring the Link Between. *Nonprofit and Voluntary Sector Quarterly* , 42 (6) 1092-1110.
- Prabhu, Sutton V, Sauser C, William. (2008). Creativity and certain personality traits: Understanding the mediating effect of intrinsic motivation. *Creativity Research Journal*. 53-66.
- Rego, A., Sousa, F., Marques, C., & Cunha, MPE (2012). Retail employees' self-efficacy and hope predicting their positive affect and creativity. *European Journal of Work and*

- Organizational Psychology, 21 (6), 923–945. <https://doi.org/10.1080/1359432X.2011.610891>
- Robert J. Vance, PD (2006). Employee Engagement and Commitment. Foundation, Shrm Guidelines, Effective Practice .
- Robert J. Vance, Ph.D. (2006). Engagement and Commitment. SHRM Foundation's effective Practice Guidelines, 1-45.
- Rri.co.id. (2019). City Government of Bukittinggi Asks OPD to Increase Minimum Service Standards. Retrieved March 2019, from https://http://rri.co.id/bukittinggi/post/berita/642096/daerah/pemko_bukittinggi_minta_opd_grade_standard_pelayanan_minimal.html
- Saks, AM (2006). Antecedents and Consequences of Employee Engagement. Journal of Managerial Psychology, 21, 600-619.
- Schaufeli, WB, Bakker, AB, & Salanova, M. (2006). The Measurement of Work Engagement with a Short Questionnaire. Educational and Psychological Measurement, 66 (4), 701–716. doi: 10.1177 / 0013164405282471
- Saqib Nawaz, M., Hassan, M., Hassan, S., Shaukat, S., & Asadullah, MA (2014). Impact of Employee Training and Empowerment on Employee Creativity Through Employee Engagement: Empirical Evidence from the Manufacturing Sector of Pakistan. Middle-East Journal of Scientific Research, 19 (4), 593–601. <https://doi.org/10.5829/idosi.mejsr.2014.19.4.13618>
- Shalley, CE, Gilson, LL, & Blum, TC (2000). Matching creativity requirements and the work environment: Effects on satisfaction and intent to turnover. Academy of Management Journal, 43, 215–24
- Singh, Rajesh. (2016). The Impact of Intrinsic and Extrinsic Motivators on Employee Engagement in Information Organizations. Journal of Education for Library and Information Science Online, 57, 197-206.
- Paek, Soyon Schuckert, Markus Kim, Taegoo Terry Lee, Gyehee. (2015). Why is hospitality employees' psychological capital important? The effects of psychological capital on work engagement and employee morale. International Journal of Hospitality Management, 50.9-26.
- Tang, T. Yung & Chang, H. Chen. (2010). Impact of role ambiguity and role conflict on employee creativity. African Journal of Business Management, 4 (6): 869-881.
- Unsworth, K. (2001). Unpacking creativity. Academy of Management Review, 26: 289-297.
- Won Ji You . (2016). The relationship among college students' psychological capital, learning empowerment, and engagement. Learning and Individual Differences. 17-24.
- Yousef, D. Abdulrahman. (2017). Organizational Commitment, Job Satisfaction and Attitudes towards Organizational Change: A Study in the Local Government . International Journal of Public Administration, 1532-4265.
- Yu, Xiaofen, Li, Donghua, Tsai, Wang, Cunhsien. (2018). The Role of Psychological Capital in Employee Creativity. Career Development International . 24 No. 5, 420-437.