

## Intrinsic Motivation Mediates Proactive Personality to the Creativity of Employees (Empirical Study at Plant-Based Chocolate Factory in Bali, Indonesia)

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**ABSTRACT :** Creativity is a person's ability to create new ideas and works of value and benefit as well as to develop products, services, or organizational procedures. For employees to be motivated to have creativity, an organization needs to pay attention to the factors that affect creativity. The purpose of this study is to explain the role of intrinsic motivation in mediating proactive personality towards creativity. This research was conducted at the main office of PT. POD Mengwi. The number of samples taken was 59 employees using the saturated sample method. Data collection was carried out through interviews and questionnaires. The data analysis technique used is path analysis. Based on the results, proactive personality has a positive and significant effect on creativity; proactive personality has a positive and significant effect on intrinsic motivation; intrinsic motivation has a positive and significant effect on creativity and intrinsic motivation can partially mediate the effect of proactive personality on creativity. This research implies that it is hoped that leaders and employees will be able to encourage creativity and increase the proactive personality of employees by providing opportunities so that employees can overcome problems in their work.

**KEYWORDS:** *creativity, intrinsic motivation, proactive personality*

### I. INTRODUCTION

Human resources are important assets owned by a company that acts as a planner, activator, and at the same time controlling the realization of company goals. Without human beings, the company cannot run properly and cannot achieve company goals (Gorodnichenko & Roland, 2017). Various companies need a high level of creativity to remain able to survive in the market with intense competition like today, especially companies engaged in the production sector, of course, need creativity to make various product variants every certain period of time (Kasmini et al., 2017). One of the most important ways to achieve company goals is to continue to improve the quality of human resources, including in terms of employee creativity. The success of the company is largely determined by the creativity of employees who can carry out the company's strategy well. Employee creativity is needed to implement changes for the company and as a part of the company's organizational development (Akgunduz et al., 2018). Creativity is one of the factors that can carry out the company's strategy and maintain the sustainability of the company's future (Amanda, 2020).

The company's ability to be creative and innovative depends on the employees and potential of their respective employees. Employees are the source of the creative ideas themselves, services, products, and processes that help creativity and innovation for the company (Akinola et al., 2019). Creativity is the result of interactions between employees and the environment, personality traits that vary among employees and have a major influence on the company. Creativity is a person's ability to be able to increase productivity and organizational efficiency so that it can survive and thrive in a competitive environment and can develop and produce something new and different. Employees are expected to interact in the work environment to determine the needs within the company. The creativity of the product of the organization can be determined by the creative ability of the employees (Hannam & Narayan, 2015).

The importance of understanding the difference between creativity and innovation. Creativity refers to the development of ideas and the potential use of ideas while innovation refers to the application of creativity, where creativity is the initial concept for later innovation (Iriqat, 2019). The components that affect employee creativity consist of internal factors as well as external factors (Mustika, 2017). Internal factors are cognitive style and personality. Meanwhile, external factors come from the support of leaders, support from colleagues and job characteristics (Dewi Wijayanti, 2019). Motivation that is owned by individuals can encourage creativity and foster self-discipline and persistence (Avsec & Šinigoj, 2016).

The process that explains the strength, direction, and persistence of a person to achieve goals is called motivation. Motivation is important for the company. Motivation can be seen from one's efforts in achieving goals and from persistence and strength which describes how hard a person tries. Intrinsic and extrinsic motivation can stimulate the emergence of creative ideas because each employee wants his work to be recognized by others. Intrinsic motivation is a motivation that is directly associated with the implementation of tasks, which include: recognition, achievement, the possibility to grow, the possibility to advance, and the work itself. Intrinsic motivation can encourage employees to create creativity that is based on interest, curiosity, and a desire to learn sustainably. Employees who are intrinsically motivated will tend to work harder and have higher work discipline and vice versa (Kimberly et al., 2019). Intrinsic motivation greatly influences the company, especially stimulating creativity (Zubair et al., 2018). Various types of companies need employee intrinsic motivation to encourage employees to carry out various creativity. Jeou et al (2016) said that intrinsic motivation is stated as a mediating variable in influencing proactive personality towards creativity.

The proactive personality identifies opportunities, shows initiative, takes action, and persists until meaningful changes occur compared to others who react passively to situations (Altura et al., 2020). Proactive personality refers to how employees manage work experience and employee performance (Scharp et al., 2019). The leaders appreciate the behaviour of employees who have a proactive personality in running the company so that career success can be achieved (Azliyanti et al., 2020). Also, the achievement of the performance level is getting higher. A variety of strategies can be influenced by proactive personality characteristics and can be applied to the idea of producing creativity (Kuo et al., 2019)

Employees who have personality characteristics can effectively solve problems and can change situations, even waiting for the work environment to anticipate plans (Buil et al., 2018). Understanding of proactive behavior as a process that is more active in carrying out activities, finding new opportunities, and creating initiatives so that change can be created (Huynh & Nguyen, 2016). A proactive personality is an outstanding character who is adept at taking every opportunity (Yildiz et al., 2017). Personal characteristics describe the dimensions of personality and cognitive style which are also found in the creativity literature. Employees with proactive personalities show creativity and make work more attractive. Gupta & Chadha (2017) state that there is a direct influence of personality characteristics on creativity achievement. Proactive personality has a positive effect on creativity, where the higher the proactive personality, the higher the employee's creativity. In addition to a proactive personality, intrinsic motivation also has a positive effect on creativity based on research by Fahlevi & Satrya (2020), Malik et al. (2019), Fischer et al. (2019)

Proactive personality has a positive effect on intrinsic motivation in research and proactive personality indirectly affects creativity with intrinsic motivation as a full mediation variable (Jeou et al., 2016). Farooq et al. (2020) also said that proactive personality has an indirect effect on employee creativity, where intrinsic motivation is a mediating variable that is partial mediation because it is explained that proactive personality and intrinsic motivation can affect creativity even though there are no mediating variables. Intrinsic motivation describes the internal resources of employees that significantly influence creativity within an organization. Employees who excel at identifying opportunities will be able to find new ideas, intrinsic motivation can also increase organizational creativity (Insan, 2017).

Creating products, especially chocolate, requires creativity so that the results can be more creative and varied, not monotonous, and can be more developed than previous products. From the interview with the resource person, Mr. Viktor Sanji Jaya as Sales Manager said that since its inception in 2010, POD Chocolate has 6 flavors and until now it has reached 30 flavors, this is also an effort to increase export competitiveness. The manufacture of various variants requires sufficient availability of raw materials so that in the process it is not hampered, in the supply of raw materials POD Chocolate itself takes local raw materials such as cocoa from Singaraja and Jembrana and for Salt flavors from Karangasem.

In the production section, chocolate is carried out from the roasting stage to the chocolate stage, at each stage. The quality of POD Chocolate must be guaranteed because POD Chocolate is a premium chocolate, namely organic chocolate whose processing does not contain iron and has also entered the export market to various countries such as Singapore, the Netherlands, and Germany. It is in this export market that employees are also required to maintain quality and strive to increase creativity in the field of chocolate processing and create various flavors.

Based on pre-research through the interview method with five employees, namely two production employees and one operational employee as well as the leader of Human Resource Development (HRD) and the Sales Manager of the Main Office of PT. POD Mengwi found the main problem is the lack of creativity of employees in trying to create new ideas caused by a lack of experience in chocolate processing and knowledge of chocolate so that product managers and chefs need to carry out basic training for their employees. The knowledge of chocolate is rarely studied by the community in contrast to coffee so that it becomes a challenge in itself in increasing the creativity of employees towards jobs in the chocolate field. There are no chocolate schools in the area of Bali, so it is necessary to have higher initiative and motivation from within the employees to learn more about chocolate from the beginning of the process until it becomes enjoyable chocolate. Marketing

POD Chocolate also requires creativity due to several challenges. First, POD Chocolate is classified as premium chocolate, premium chocolate is classified as more expensive when compared to other chocolates because POD Chocolate itself focuses more on quality than quantity. The second problem regarding stereotypes, especially for women, is that if you eat chocolate, you will be fat because of a lot of sugar. Third, in terms of chocolate consumption in Indonesia, it is still quite low, the POD Chocolate marketing department says that chocolate consumption in Indonesia is around 0.3 kg per person per day, which is very far from being compared to other countries which reach 9 kg per person per day, even though chocolate has a lot. benefits such as making relax to creating a good mood. This also makes marketing employees need creativity in their work so that new and unique ideas can be applied to market and sell POD Chocolate products considering that the lack of purchases during this pandemic also affects the purchase of POD Chocolate which mostly comes from the tourism sector.

Based on previous research, the following hypothesis can be formulated.

- H1: Proactive personality has a positive effect on creativity
- H2: Proactive personality has a positive effect on intrinsic motivation
- H3: Intrinsic motivation has a positive effect on creativity
- H4: Intrinsic motivation mediates the influence of proactive personality on creativity.

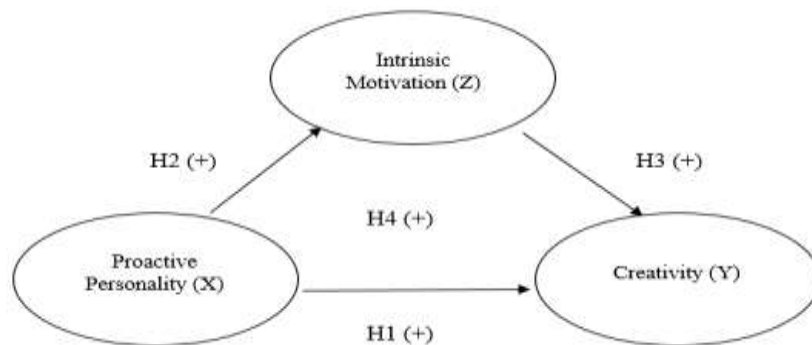


Fig. 1 Conceptual framework

**II. RESEARCH METHODS**

The method used in this research is a quantitative method which is associative causality. In this study, the population and samples are all employees of the Main Office of PT. POD Mengwi has 59 employees. The sampling technique used in this research is saturated sampling. This study uses interviews and questionnaires as data collection methods.

**III. RESULTS AND DISCUSSION**

**Table 1. Sub structural Path Analysis 1**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	0,311	1,176		0,265	0,792
Proactive Personality	1,198	0,108	0,741	11,066	0,000
Intrinsic Motivation	0,457	0,121	0,252	3,764	0,000
R <sup>2</sup> : 0,927					

Table 1 indicate, The proactive personality variable has a positive coefficient of 0.741, which means that the proactive personality has a positive effect on creativity, this means that if the employee's proactive personality is high, the employee's creativity will increase. The intrinsic motivation variable has a coefficient of 0.252 which means that intrinsic motivation has a positive effect on creativity, this means that the higher the intrinsic motivation of the employee will increase the employee's creativity

**Table 2. Sub structural Path Analysis 2**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	5,209	1,083		4,810	0,000
Proactive Personality	0,589	0,890	0,660	6,640	0,000
R <sup>2</sup> : 0,660					

Table 2 indicate, This structural equation can be interpreted that the proactive personality variable has a positive coefficient of 0.660, which means that proactive personality has a positive effect on intrinsic motivation, this means that if the employee's proactive personality is high, the employee's intrinsic motivation will increase. In calculating the value of the total coefficient of determination obtained 0.986, it means that 98.6% of the creativity variable is influenced by proactive personality and intrinsic motivation, while the remaining 1.4% is influenced by other factors that are not included in the research model or outside the research model.

To test the significance of the indirect effect, the Z value of the ab coefficient is calculated by the following formula.

$$z = \frac{ab}{\sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}}$$

$$z = \frac{(0,589).(0,457)}{\sqrt{(0,457)^2.(0,089)^2+(0,589)^2.(0,121)^2+(0,089)^2.(0,121)^2}}$$

$$z = \frac{(0,589).(0,457)}{\sqrt{(0,209).(0,008)+(0,347).(0,015)+(0,008).(0,015)}}$$

$$z = \frac{(0,589).(0,457)}{\sqrt{0,001672+0,005205+0,00012}}$$

$$z = \frac{(0,589).(0,457)}{\sqrt{0,006997}}$$

$$z = \frac{(0,589).(0,457)}{0,084}$$

$$z = \frac{0,269}{0,084} = 3,20$$

### Personality Proactive on Creativity

Based on the hypothesis testing of proactive personality variables on creativity, the results showed that the effect of proactive personality on creativity was significant with a significance value of 0.000 with a Beta coefficient value of 0.741. A significance value of 0.000 < 0.05, indicating that **H1 is accepted**. Based on the hypothesis that proactive personality has a positive effect on creativity, the higher the proactive personality of the employee, the higher the creativity of the employees at the Main Office of PT. POD Mengwi. Employees' perceptions of creativity are shown by descriptive analysis as follows: *I show originality in my work* (Y1 = 4.00), *I identify opportunities to find new ways of handling work* (Y2 = 4.01), *I find ways to solve problems* (Y3 = 4.13), *I saw a new idea* (Y4 = 4.01), *I discovered new things but those related to my work* (Y5 = 4.10). Based on the results of the descriptive analysis of creativity, it can be stated that the creativity of employees expressed through ideas that can be expressed in the form of processes and products seen from the indicator items in the descriptive analysis shows high results. This is triggered by the proactive personality possessed by employees. Proactive personality is shown by descriptive analysis through indicator items, *I always look to a better direction to do something* (X1 = 3.94), *"I excel at identifying opportunities"* (X2 = 3.94), *Constantly I see new ways to improve my life* (X3 = 4.08). Based on the indicator items above, it shows that several aspects are well owned by employees equally. These results can provide information that the higher the proactive personality, the higher the employee's creativity. Therefore, leaders and employees can maintain and enhance employee creativity.

### Proactive Personality on Intrinsic Motivation

Based on the hypothesis testing of proactive personality variables on intrinsic motivation, the results show that the effect of proactive personality on intrinsic motivation is significant, with a significance value of 0.000 with a Beta coefficient value of 0.660. A significance value of 0.000 < 0.05, indicating that **H2 is accepted**. Based on the hypothesis that proactive personality has a positive effect on intrinsic motivation, the higher the proactive personality of the employee, the higher the intrinsic motivation of the employees of the Main Office of PT. POD Mengwi. Employees' perceptions of intrinsic motivation are shown by descriptive analysis as follows: *If I start over, I will still choose to do the kind of work I do now* (Z1 = 4.00), *Doing this job gives me pleasure* (Z2 = 4.01), *My job is a part of my life that gives me more satisfaction* (Z3 = 4.13). Based on the results of the descriptive analysis of intrinsic motivation, it can be stated that the intrinsic motivation possessed by employees triggers employee pleasure at work and can lead to employee satisfaction seen from the indicator items in the descriptive analysis showing high results. This is triggered by the proactive personality possessed by employees. Proactive personality is shown by descriptive analysis through indicator items, *I always look to a better direction to do something* (X1 = 3.94), *I excel at identifying opportunities* (X2 = 3.94), *Constantly I see new ways to improve my life* (X3 = 4.08). Based on the indicator items above, it shows that several aspects are well owned by employees equally. These results can provide information that the higher the proactive personality, the more intrinsic motivation of employees will also increase. A proactive personality can encourage employees to complete the work they have started so as to increase employee intrinsic motivation. Employees with a proactive personality do work with joy so they can see in a better direction.

### Intrinsic Motivation on Creativity

Based on the hypothesis testing of the intrinsic motivation variable on creativity, the results showed that the influence of intrinsic motivation on creativity was significant with a significance value of 0.000 with a Beta coefficient value of 0.252. A significance value of 0.000 < 0.05, indicating that **H3 is accepted**. Based on the hypothesis that intrinsic motivation has a positive effect on creativity, the higher the intrinsic motivation of the employees, the higher the creativity of the employees at the Main Office of PT. POD Mengwi. Employees' perceptions of creativity are shown by descriptive analysis as follows: *I show originality in my work* (Y1 = 4.00), *I identify opportunities to find new ways of handling work* (Y2 = 4.01), *I find ways to solve problems* (Y3 = 4.13), *I saw a new idea* (Y4 = 4.01), *I discovered new things but those related to my work* (Y5 = 4.10). Based on the results of the descriptive analysis of creativity, it can be stated that the creativity of employees that can help employees find or create new ways of doing their jobs, seen from the indicator items in the descriptive analysis, shows high results. This is triggered by the employees' intrinsic motivation. Intrinsic motivation is shown by descriptive analysis through indicator items, *If I start over, I will still choose to do the type of work I am doing now* (Z1 = 4.00), *Doing this job gives me pleasure* (Z2 = 4.01), *My job is a part of my life that gives me more satisfaction* (Z3 = 4.13). Based on the indicator items above, it shows that several aspects are well owned by employees equally. These results can provide information that the higher the intrinsic motivation, the employee's creativity will also increase. Intrinsic motivation plays an important role in the smooth running of a job in the company. In an effort to do something, employees tend to put what is in their minds so that originality can be seen.

### The Role of Intrinsic Motivation in Mediating the Influence of Proactive Personality on Creativity

The test results show that the calculated Z value of 0.00 > 3.20 with a significance value of 0.000 < 0.05, which means that intrinsic motivation is a variable that mediates proactive personality towards the creativity of employees of the Main Office of PT. POD, in other words, proactive personality has an indirect effect on creativity through intrinsic motivation. Previous tests showed a positive and significant influence on the influence of proactive personality on creativity, proactive personality on intrinsic motivation and intrinsic motivation on creativity, so it can be concluded that intrinsic motivation partially mediates the effect of proactive personality on creativity.

## IV. CONCLUSION

Proactive personality has a positive and significant effect on employee creativity. This shows that if the proactive personality increases, it will increase employee creativity. Proactive personality has a positive and significant effect on employee intrinsic motivation. This shows that if the proactive personality increases, it will increase the intrinsic motivation of employees. Intrinsic motivation has a positive and significant effect on employee creativity. This shows that if intrinsic motivation increases, it will increase employee creativity. Intrinsic motivation mediates the influence of proactive personality on employee creativity. This shows that the proactive personality of employees has a significant impact on creativity if it is mediated by intrinsic motivation. The fulfillment of a proactive personality in three aspects, namely having a forward view, identifying opportunities and trying to improve things. This aspect will encourage creativity and with intrinsic motivation to continue unique work or ideas that can be used by the company.

This research was conducted in the midst of the Covid-19 pandemic so that it slowed down the distribution of questionnaires to employees of the Main Office of PT. POD Mengwi because employees who work 50% of the total employees per day. This research was conducted only within the scope of the Main Office of PT. POD Mengwi so that the results of this study cannot be used in other companies in the type of production sector or companies in other sectors. In distributing questionnaires, researchers directly distributed at the Main Office of PT. POD Mengwi and assisted by the HRD of PT. POD so that there is a possibility of errors in the deployment in the field. In distributing questionnaires, researchers saw the level of honesty of employees when filling out the questionnaire enough so that there were some questionnaires that they felt were following friends. The factors that influence creativity are proactive personality and intrinsic motivation, while there are many other factors that can influence it.

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