

Transformational leadership and consumer citizenship behavior on employee creativity: The mediating role of intrinsic motivation

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ARTICLE INFORMATION

Article History

Received: 29-05-2024

Revised: 19-09-2024

Accepted: 24-09-2024

Keywords

Transformational Leadership;
Consumer Citizenship Behavior;
Employee Creativity;
Intrinsic Motivation.

ABSTRACT

Implementing a suitable leadership style and understanding consumer citizenship behavior can increase employee creativity. Intrinsic motivation is necessary to support consumer citizenship behavior and transformational leadership in improving employee creativity. This study examines how consumer citizenship and transformational leadership affect employee creativity, using intrinsic motivation as a mediating factor. 46 respondents represent the study's sample, and the population focus is Bank Syariah Indonesia employees. The study's findings show that: customer citizenship behavior influences intrinsic motivation, which in turn influences employee creativity; employee creativity is not impacted by customer citizenship behavior; employee creativity is impacted by intrinsic motivation; employee creativity is mediated by intrinsic motivation; employee creativity is impacted by transformational leadership; employee creativity is impacted by transformational leadership; employee creativity is impacted by transformational leadership; and employee creativity is not mediated by intrinsic motivation.

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1. Introduction

Every business organization must innovate to become more sensitive to change, because today's business world is increasingly unstable and complicated (Holbeche, 2015). Amabile and Pratt (2016) state that creativity is one of the primary resources needed to produce innovation. Employees with high levels of creativity are essential for encouraging innovation (Hon & Lui, 2016). According to Kremer et al. (2019), employee creativity is the creation of ideas or solutions that are useful to employees in the work environment. Employee innovation is very important for maintaining business continuity and gaining a competitive advantage (Chahal & Bakshi, 2015). Some researchers have found a positive

relationship between intrinsic motivation and employee creativity (Hur et al., 2018; Fischer et al., 2019).

Transformational leadership has been related to increased employee innovation, according to some earlier study (Jaiswal & Dhar, 2015; Khalili, 2016). Thus, transformational leadership may encourage employee creativity (Shafi et al., 2020). Leaders initiate the creative abilities of employees to find solutions to solve existing problems in the organization (Carmeli et al., 2014). According to Li et al. (2019), transformational leadership has the abilities to inspire employees to begin formulating ideas for solving current issues as well as a clear company goal. Leaders with a transformational style tend to encourage their employees to deliver results beyond the expected targets by inviting them to have higher beliefs and values (Robertson & Barling, 2017). Through this study, researchers have attempted to analyze the influence of transformational leadership on employee creativity.

Previous research that discusses the influence of consumer activities in terms of consumer citizenship behavior on employee creativity has not been studied in depth, so Balaji (2014) and Shannahan et al. (2017) suggest further research to analyze the relationship between consumer citizenship behavior and employee creativity. When consumers engage in citizenship behavior, it positively affects employee morale and job satisfaction (Minh-Duc & Huu-Lam, 2019). Supportive consumer behavior excites employees to work and ultimately supports the generation of creative ideas from employees to complete their tasks. A positive mood portrays feelings of pleasure and increases employees' intrinsic motivation (Fishbach & Woolley, 2022).

Indonesia, home to the world's biggest Muslim population, has lots of opportunities for the Islamic banking sector (Juhandi et al., 2019). The growth of Indonesia's Islamic banking sector depends significantly on increased stakeholder support and public awareness (Iswanaji, 2018). According to information collected directly from Bank Syariah Indonesia (BSI) in the middle of 2024, BSI has grown significantly over the past three decades in terms of network expansion, service enhancement, and new product creation, all of which are showing positive trends yearly.

Based on this literature, the role of bank Syariah Indonesian employees is certainly significant in advancing the Islamic banking industry in Indonesia. Therefore, this study analyzes the role of employees in employee creativity, which is influenced by transformational leadership, consumer citizenship behavior, and intrinsic motivation. Previous research has paid little attention to factors such as the knowledge management cycle (Nurdin & Yusuf, 2020), service adoption (Nugraha et al., 2022), and financial factors (Istan & Fahlevi, 2020). Therefore, the objective of this research is to examine employees of Bank Syariah Indonesia in Yogyakarta, Indonesia. This study focuses on the importance of transformational leadership and consumer citizenship behavior in encouraging employees' intrinsic motivation to increase employee creativity. By identifying how transformational leadership and consumer citizenship behavior can influence employee creativity through the role of motivation as a mediator, the results of this study are expected to provide new insights and be useful for management practitioners and academics in formulating or developing strategies.

2. Literature Review and Hypothesis Development

2.1. Literature Review

2.1.1. Transformational Leadership

When a leader can effectively change their team members' attention from self-interest to a larger collective goal and motivate them to push themselves further than their assigned tasks, this is known as transformational leadership (Mittal & Dhar, 2015). The impact of transformational leadership behavior on employee performance,

attitudes, and innovation at the individual and organizational levels has been shown by a number of empirical research (Faupel & Süß, 2019). According to Khan et al. (2020), transformational leaders have the ability to impact their employees by enhancing their traditional objectives and their self-assurance in the workplace. Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are the four key components of transformational leadership (Korejan & Shahbazi, 2016).

2.1.2. Customer Citizenship Behavior

According to Assiouras et al. (2019), customer citizenship behavior is voluntary action that benefits organizations. According to Shamim et al. (2015), there are four components to customer citizenship behavior: advocacy (endorsing the business to others, third parties, etc.), helping (customers assisting customers), feedback (customer information addressed to employees), and tolerance (customer readiness to show patience in the event of service failure). Other terms for customer citizenship behavior include voluntary customer performance and the extra-role behavior of customers (Ponnusamy, 2015). Extra role behavior involves sacrifices on the part of customers (such as time and effort) to provide support, assistance, and benefits to the organization (Tung et al., 2017).

2.1.3. Intrinsic Motivation

Cho and Chiu (2021) defined intrinsic motivation as seeking new challenges to develop and use self-competence to learn. Intrinsic motivation depends on the characteristics of employees and their jobs (Gerhart & Fang, 2015). An employee interested in the job and its beliefs and considering it a virtue to perform tasks in the best possible way is intrinsically motivated. Intrinsic motivation is a person's tendency to do a better job to achieve inner satisfaction (Gheitani et al., 2019).

2.1.4. Employee Creativity

Developing new ideas to increase productivity and effectiveness at work is referred to as creativity (Song & Yu, 2018). Employee creativity relates to an individual's ideas in order to generate innovation (Jiang, 2014). Creativity comes from the accumulation of individual thoughts, skills, and expertise based on knowledge and experience. Employee creativity requires a high level of intellectual activity; thus, employees are required to innovate. Additionally, creative employees can share ideas to make changes. Khalili (2016) comes to the conclusion that managers should appreciate and encourage the employee's creativity and innovation.

2.2. Hypothesis Development

2.2.1. Positive Effect of Transformational Leadership on Employee Creativity

A transformational leader is closely associated with other factors that contribute to the development of a creative workplace, such as having a clear vision, offering support and autonomy, and encouraging creativity and challenges (Mittal & Dhar, 2015). Employees of transformational leaders are inspired to consider creative solutions to problems (Belias & Koustelios, 2014). Ultimately, transformational leadership intrinsically motivates employees and encourages their creativity (Koh et al., 2019). Transformational leadership has been linked to creative behavior through a wide range of mediation mechanisms, as shown by previous research (Carmeli et al., 2014), the climate of innovation (Jaiswal & Dhar, 2015), promotion focus (Henker et al., 2015). Transformational leadership increases employee creativity (Khalili, 2016).

H₁: Transformational Leadership Has a Positive Effect on Employee Creativity

2.2.2. Positive Effect of Transformational Leadership on Intrinsic Motivation

Transformational leadership directs and encourages employees to raise their awareness of the importance of organizational values, goals, and performance (Vipraprastha et al., 2018). Transformational leaders can improve organizational performance by developing human resources and creating accountable innovation (Para-González et al., 2018). Employees' reasons for acquiring specific knowledge are associated with their intrinsic motivation and interest in gaining knowledge by developing their abilities (Silva et al., 2018). Transformational leadership can increase the ability to achieve psychological empowerment, which is referred to as intrinsic motivation (Al Harbi et al., 2019). According to Fischer et al. (2019), intrinsic motivation is a condition in which employees are driven by their interest in work rather than a reward approach for completing tasks. Koh et al. (2019) proved that transformational leadership strongly influences intrinsic motivation. When transformational leaders guide and support employees effectively, they become self-motivated and benefit the organization.

H₂: Transformational Leadership Has a Positive Effect on Intrinsic Motivation

2.2.3. Positive Effect of Intrinsic Motivation on Employee Creativity

Transformational leaders encourage innovation and creativity among the employees, which enables them to operate more creatively (Shafi et al., 2020). Through their idealized influence, transformational leaders can motivate and stimulate employees, thus positively influencing their creativity (Teymournejad & Elghaei, 2017). Transformational leaders are willing to exchanging knowledge, encouraging new ideas, offering innovative solutions to solve organizational challenges, and supporting employees in their efforts to be creative (Jaiswal & Dhar, 2015). Employees are more creative and imaginative when their leaders set an example for others to follow and generate new ideas. This leads to an improvement in organizational performance. Several studies have found that intrinsic motivation increases employee creativity (Hur et al., 2018).

H₃: Intrinsic Motivation Has a Positive Effect on Employee Creativity

2.2.4. Positive Effect of Transformational Leadership on Employee Creativity through Intrinsic Motivation

Intrinsic motivation refers to employees' interest in performing tasks for themselves and not because of external influences (Fischer et al., 2019). Previous research has shown that employees become highly creative when they have intrinsic motivation (Hur et al., 2018). According to the social exchange theory, transformational leaders encourage and care for employees to realize their creative potential and value (Shafi et al., 2020). Based on this explanation, it promotes employees' intrinsic motivation, ultimately leading to high creativity (Henker et al., 2015). Transformational leaders also stimulate employees to be creative in completing their tasks by encouraging intrinsic motivation.

H₄: Transformational Leadership Has a Positive Effect on Employee Creativity through Intrinsic Motivation

2.2.5. Positive Effect of Customer Citizenship Behavior on Employee Creativity

Consumer citizenship behavior is considered a factor that inhibits employee stress in the workplace. Consumer citizenship behavior often triggers employee motivation (Gong & Yi, 2021). When going an extra mile (engaging in helping behaviors towards employees), employees are more likely to feel the omnipresence of consumer

roles that are helpful to their work (Jenkins & Delbridge, 2017). The existence of supportive citizenship behaviors greatly motivates employees' work and reduces work stress. In particular, engaging in creative activities often comes with challenges, and thus generally requires more professional skills, extra effort, time, and energy, and bears the risk of failure. Employee creativity is achieved when employees feel free of control and security. However, consumer citizenship behavior can encourage intrinsic motivation and induce feelings of safety and comfort, thus triggering creative ideas. In other words, consumer citizenship behavior encourages employees' performance at work to exert their creativity (Jung et al., 2016).

H₅: Customer Citizenship Behavior Has a Positive Effect on Employee Creativity

2.2.6. Positive Effect of Customer Citizenship Behavior on Intrinsic Motivation

Understanding intrinsic motivation is crucial because it can influence employees to produce and realize a company's goals (Laksmana & Riana, 2020). Auh et al. (2014) argued that consumer citizenship behavior can indirectly encourage employees' intrinsic motivation. When consumers show citizenship behavior, employees are encouraged to improve their performance because they feel encouraged by their intrinsic motivation. When consumers are intrinsically motivated, they become more interested in their jobs (Moon et al., 2019). Consumer citizenship behavior signifies positive, helpful, and voluntary behavior from consumers that benefits the organization. If consumer citizenship behavior can trigger intrinsic motivation for employees in an organization, it signifies a positive correlation. To influence intrinsic motivation, companies pay attention to consumer citizenship behavior (Dang et al., 2020).

H₆: Customer Citizenship Behavior Has a Positive Effect on Intrinsic Motivation

2.2.7. Positive Effect of Customer Citizenship Behavior on Employee Creativity through Intrinsic Motivation

According to Saeed et al. (2019), when employees' skills and abilities can be directed appropriately and enhanced by leaders, employees feel that they have a strong sense of proficiency and the ability to get the job done as a form of intrinsic motivation. In addition, the emphasis on organizational goals in employees' work adds to their intrinsic motivation (Kuvaas et al., 2017). In the presence of customer citizenship behavior, employees feel happy to do their work because they feel that they are helped by the actions taken by customers to their work voluntarily and ultimately encourage employees' intrinsic motivation. Consequently, employees will complete their work more creatively because of their intrinsic motivation (Shafi et al., 2020). Critical factors that encourage creativity are work environment and self-motivation (intrinsic motivation) (Ncube & Zondo, 2018). Therefore, organizations develop citizenship behaviors to support employees' intrinsic motivation, ultimately impacting their creativity at work.

H₇: Customer Citizenship Behavior Has a Positive Effect on Employee Creativity through Intrinsic Motivation

2.3. Research Framework

The relationship between the dependent variable (employee creativity), the mediation variable (intrinsic motivation), and the independent factors (transformational leadership and consumer citizenship behavior) is depicted in Figure 1. In Figure 1, the study framework is displayed.

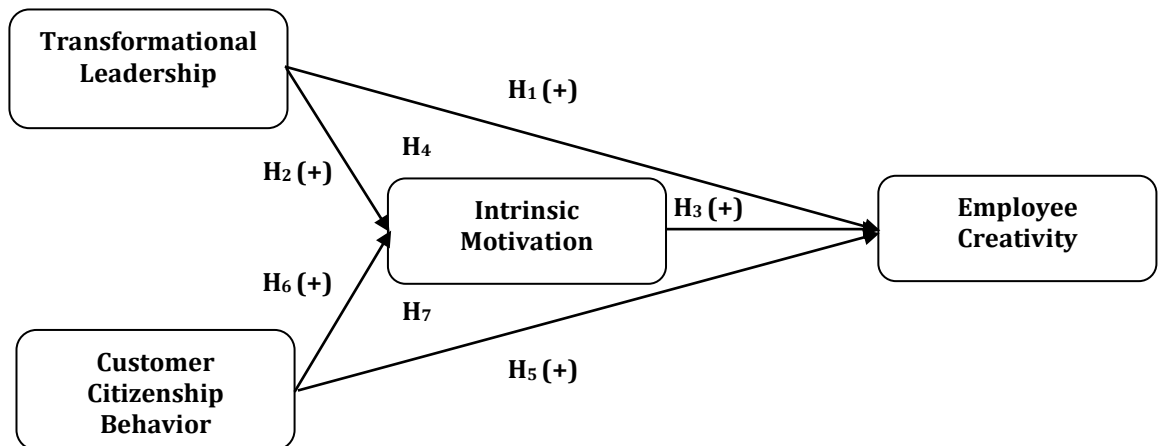


Figure 1. Research Framework

3. Research Method

3.1. Population and Sampling Method

The respondents in this research were employees of the Bank Syariah Indonesia located in Yogyakarta, Indonesia. The sampling criteria were based on permanent employees who had been with the company for more than a year, and the sampling method was purposive. 46 research samples in all were acquired.

3.2. Data Collecting Method

Questionnaires were employed by the researchers to get information from the respondents. Furthermore, surveys were employed to evaluate the accuracy and consistency of the information provided by respondents (Groves et al., 2011). The transformational leadership (TL) variable indicator uses 19 items adopted from Carless et al. (2000). The customer citizenship behavior (CCB) variable uses 19 items adopted from Yi and Gong (2013), Garma and Bove (2011), also Garma and Bove (2009). The intrinsic motivation (IM) variable uses four items adopted from Guay et al. (2000) and Coelho et al. (2011). The employee creativity (EC) variable, using five items, was adopted from Coelho et al. (2011), Amabile (1997), and Ganesan and Weitz (1996).

3.3. Data Analysis Method

The Smart PLS version 3 was the statistical test instrument employed in this study. Validation testing was conducted using convergent validity methods. The relationship between reflective indicators and their latent variables is indicated by convergent validity. The outer model's measurement is shown by the loading factor value for each indicator. According to Hair et al. (2020), an indicator is considered appropriate if its loading factor above 0.6. Next, composite reliability is used to measure the reliability value between the indicators from the build. If both the Cronbach's alpha and the composite reliability value are over 0.7, the variable is deemed good (Hair et al., 2020). As a guideline for evaluating the mediation in this research hypothesis, the bootstrap resampling approach was employed. The p-value indicates the outcome of the hypothesis test, and if it is less than 0.05, the hypothesis is accepted (Hair et al., 2020).

4. Result and Discussion

4.1. Validity Test

Table 1 presents the indicators of the valid research variables. Indicators representing each variable were declared valid if they had a loading factor greater than

0.6. However, in this study, several indicators were invalid and had to be eliminated because the loading factor value was less than 0.6.

Table 1. Validity Test Result

Indicator	Customer Citizenship Behavior	Employee Creativity	Intrinsic Motivation	Transformational Leadership
CCB 1	0.821			
CCB 2	0.833			
CCB 3	0.735			
CCB 5	0.871			
CCB 8	0.713			
CCB 9	0.805			
CCB 10	0.908			
CCB 12	0.829			
CCB 13	0.822			
CCB 14	0.977			
CCB 15	0.804			
EC 1		0.834		
EC 2		0.796		
EC 3		0.926		
EC 4		0.822		
IM 1			0.754	
IM 2			0.790	
IM 3			0.752	
IM 4			0.708	
IM 5			0.845	
TL 2				0.742
TL 3				0.770
TL 5				0.795
TL 6				0.764
TL 8				0.739
TL 10				0.700
TL 11				0.816
TL 14				0.824
TL 15				0.760
TL 18				0.742
TL 19				0.770
TL 2				0.795
TL 3				0.764
TL 5				0.739
TL 6				0.700
TL 8				0.816
TL 10				0.824
TL 11				0.706
TL 14				0.760
TL 15				0.760
TL 18				0.760
TL 19				0.750

Source: Primary Data Processed (2024)

Figure 2 is a representation of the measuring model. This study examined how employee creativity is impacted by transformational leadership, customer citizenship, and intrinsic motivation, and how these factors are mediated by intrinsic motivation.

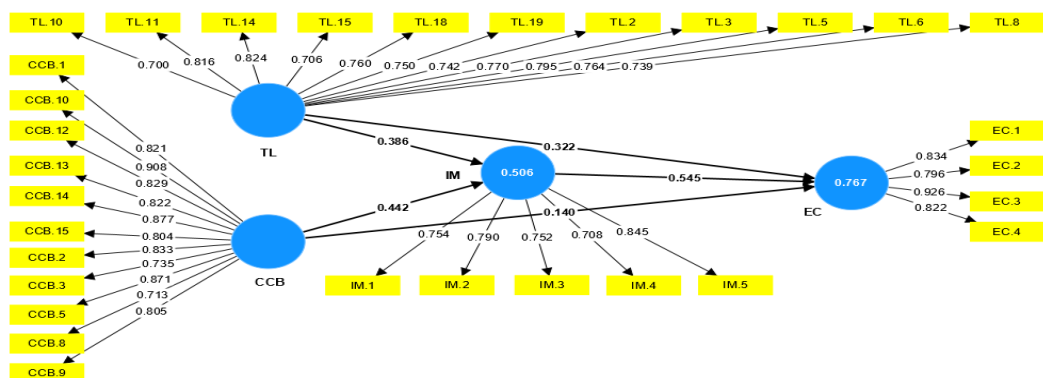


Figure 2. Measurement Model

4.2. Reliability Test

The reliability test results are shown in Table 2. Although every variable in this study has a Cronbach's alpha value more than 0.6 and a composite reliability value greater than 0.7, they are all considered reliable.

Table 2. Reliability Test Result

Variable	Composite Reliability	Cronbach's Alpha
Customer Citizenship Behavior	0.953	0.951
Employee Creativity	0.871	0.866
Intrinsic Motivation	0.853	0.832
Transformational Leadership	0.940	0.928

Source: Primary Data Processed (2024)

4.3. Hypothesis Test

The findings of the hypothesis testing are presented in Table 3. The hypothesis test's findings show that employee creativity is not impacted by consumer citizenship behavior. Customer citizenship behavior influences intrinsic motivation, which in turn influences employee creativity. Intrinsic motivation also acts as a mediator between customer citizenship behavior and employee creativity. Additionally, transformational leadership influences both intrinsic motivation and employee creativity, with intrinsic motivation not to act as a mediator between the two.

Table 3. Hypothesis Test Result

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Value
Transformational Leadership → Employee Creativity	0.322	0.309	0.159	2.031	0.042
Transformational Leadership → Intrinsic Motivation	0.386	0.408	0.162	2.382	0.017
Intrinsic Motivation → Employee Creativity	0.545	0.539	0.148	3.680	0.000
Transformational Leadership → Intrinsic Motivation → Employee Creativity	0.210	0.234	0.134	1.564	0.118
Customer Citizenship Behavior → Employee Creativity	0.140	0.164	0.117	1.196	0.232
Customer Citizenship Behavior → Intrinsic Motivation	0.442	0.436	0.163	2.718	0.007
Customer Citizenship Behavior → Intrinsic Motivation → Employee Creativity	0.241	0.223	0.086	2.801	0.005

Source: Primary Data Processed (2024)

4.4. Discussion

4.4.1. The Effect of Transformational Leadership on Employee Creativity

According to Prasad and Junni (2016), transformational leaders are open to sharing their expertise, encouraging new ideas, and encouraging their employees to think creatively. High levels of creativity are also achieved by transformational leaders who assist employees in overcoming a fear of taking risks and revolutionizing standard operating procedures (Shafi et al., 2020). Transformational leaders focus on individual employees to meet an organization's needs (Ng, 2017). Previous research has demonstrated the positive influence of transformational leadership on creativity (Mittal & Dhar, 2015).

4.4.2. The Effect of Transformational Leadership on Intrinsic Motivation

This study shows how intrinsic motivation among employees is positively impacted by transformational leadership. According to Korejan and Shahbazi (2016), transformational leadership encourages positive psychological states and increases motivation among employees. This shows how transformational leadership significantly impacts employees' self-motivation for their work (i.e., intrinsic motivation) by helping them in developing a positive perspective on themselves and their responsibilities (Turnidge & Côté, 2017). The benefits of transformational leadership include raising intrinsic motivation among employees, which promotes a positive psychological state. Increased intrinsic motivation among employees results in improved effectiveness and efficiency at work (Lee & Raschke, 2016). Prior studies have shown that transformational leadership has a positive effect on intrinsic motivation (Khan et al., 2020).

4.4.3. The Effect of Intrinsic Motivation on Employee Creativity

Previous research has shown that intrinsic motivation is one of the factors driving employee creativity (Cerasoli et al., 2014; Liu et al., 2016). The results of this study support the model developed by Amabile and Pratt (2016), who state that intrinsic motivation is an essential predictor of creativity. Intrinsic motivation is characterized by a firm valuation of personal involvement in work (Ryan, 2017). A positive work environment will likely increase intrinsic motivation and employee creativity (Hur et al., 2018). Furthermore, Hur et al. (2018) added that employee perceptions can create a positive work environment among employees, which triggers intrinsic motivation to increase creative behavior.

4.4.4. The Effect of Transformational Leadership on Employee Creativity Through Intrinsic Motivation

Intrinsic motivation is related to performance, satisfaction, enjoyment, and interest in a task (Fishbach & Woolley, 2022). Intrinsic motivation results from an individual's positive reaction to a job, and is related to engagement, curiosity, interest, and satisfaction (Olafsen et al., 2015). This study examined the mediating role of intrinsic motivation on the influence of transformational leadership and employee creativity. According to cognitive evaluation theory, leaders encouraging employees' abilities and competencies provide feedback and ensure employee quality to achieve organizational goals (Deci et al., 2017). Transformational leaders facilitate the development of employees' creativity to get the job done (Tse et al., 2018). Thus, employees feel more competence and self-efficacy, which indicates an increase in their intrinsic motivation. This study shows the opposite result, which is that intrinsic motivation does not mediate the influence of transformational leaders in increasing employee creativity. Intrinsic motivation is not necessarily a driving factor for leaders in increasing employee creativity. Other factors are more influential, such as knowledge sharing (Kremer et al., 2019) and organizational support (Suifan et al., 2018).

4.4.5. The Effect of Customer Citizenship Behavior on Employee Creativity

The results of this study prove that consumer citizenship behavior has no positive effect on employee creativity. Jiang et al. (2017) proved that consumer citizenship behavior has a beneficial influence on organizations, especially employees. However, employees' job satisfaction is caused by consumer citizenship behavior, which helps them develop new ideas. One of the factors that is thought to prevent workplace stress among employees is consumer citizenship behavior (Gong & Yi, 2021). Consumer-

driven supporting citizenship behaviors significantly increase employees' work motivation and decrease their work stress. In particular, participating in innovative projects carries a higher chance of failure, calls for more professional abilities, and involves extra effort, time, and energy owing to inherent challenges. Employee creativity can only be realized when workers feel secure and free from authority. Consumer citizenship behavior can stimulate internal motivation and create powerful sensations of security and comfort, which can inspire original thought (Alhashedi et al., 2021). As stated earlier, practicing consumer citizenship behavior motivates workers to perform to the best of their abilities.

4.4.6. The Effect of Customer Citizenship Behavior on Intrinsic Motivation

Intrinsic motivation can be enhanced through positive performance such as competence (Turner, 2017). When consumers engage in citizenship behavior, they can intrinsically motivate employees and, in turn, they are moved to improve their performance (Moon et al., 2019). Citizenship behavior among consumers signifies a set of positive, helpful, and voluntary behaviors towards brands that they perceive as meeting their needs. If a brand or business can trigger consumer citizenship behavior, there is a chance that it can increase employees' intrinsic motivation (Assiouras et al., 2019). The citizenship behaviors among consumers to support employees' intrinsic motivation include promotion, suggestions for service improvement, and participation in company activities.

4.4.7. The Effect of Customer Citizenship Behavior on Employee Creativity through Intrinsic Motivation

This study also showed that intrinsic motivation mediates the influence of customer citizenship behavior and employee creativity. Customer citizenship behavior is very important for encouraging employee creativity (Gong & Yi, 2021). Leaders must provide a comfortable and engaging environment to evoke customers' citizenship behavior (Chen et al., 2015). Organizations should be prepared to invest in interactive technologies to identify, acquire, and utilize customer-owned resources and customer motivation to improve customer citizenship behavior (Merz et al., 2018). In addition to arousing customer citizenship behavior, a safe and comfortable work environment is also a driving factor for the growth of intrinsic motivation and employee creativity (Putra et al., 2017)

5. Conclusion

The purpose of this study was to determine how intrinsic motivation influences employee creativity in relation to customer citizenship behavior and transformational leadership. The findings show that: employee creativity is not impacted by customer citizenship behavior; employee creativity is impacted by customer citizenship behavior; employee creativity is impacted by intrinsic motivation; employee creativity is impacted by intrinsic motivation; employee creativity is impacted by customer citizenship behavior; employee creativity is impacted by transformational leadership; employee creativity is impacted by transformational leadership; and employee creativity is not mediated by intrinsic motivation.

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