

THE INFLUENCE OF REWARDS AND EMPLOYEE EMPOWERMENT ON WORK PERFORMANCE AT THE SECRETARIAT OF THE REGIONAL HOUSE OF REPRESENTATIVES (DPRD) OF NORTH SULAWESI PROVINCE WITH CREATIVITY AS AN INTERVENING VARIABLE

¹Driyana Ibrahim, ²Greis M. Sendow, ³Merinda H. Ch. Pandowo

Master of Management, Faculty of Economics and Business

Sam Ratulangi University, Indonesia

¹dryanaibrahim@yahoo.com, ²greis_sendow@unsrat.ac.id, ³merindapandowo@unsrat.ac.id

Abstract (English)

This study aims to analyze the influence of rewards and employee empowerment on employee performance at the Secretariat of the Regional House of Representatives (DPRD) of North Sulawesi Province, with creativity as an intervening variable. This research employs a quantitative approach using a survey method. Data were collected through questionnaires distributed to employees at the Secretariat of DPRD North Sulawesi Province. The analytical technique used is path analysis. The findings indicate that rewards do not significantly influence creativity or employee performance. Additionally, the effect of rewards on employee performance through creativity is also not significant. Meanwhile, empowerment has a significant impact on both creativity and employee performance. However, creativity as an intervening variable does not provide a significant effect in the relationship between rewards and empowerment on employee performance. This study provides new insights into the role of creativity as an intervening variable and suggests that organizations should focus more on employee empowerment strategies to enhance performance.

Article History

Submitted: 12 Maret 2025

Accepted: 19 Maret 2025

Published: 20 Maret 2025

Key Words

Rewards, Empowerment, Creativity, Employee Performance

INTRODUCTION

Background

Digital transformation has brought fundamental changes in various aspects of organizations, including government institutions. In this digital era, organizations are faced with the challenge of increasing efficiency, productivity, and service quality. In the context of human resource management, digitalization opens up new opportunities in implementing more effective employee reward and empowerment strategies to improve organizational performance.

For Secretariat of the North Sulawesi Provincial DPRD, the implementation of optimal employee rewards and empowerment is a strategic need to improve work effectiveness and support the achievement of institutional goals. Human resources (HR) are the main asset in an organization, especially in the public sector, where the quality of service is highly dependent on employee performance. In accordance with Law Number 43 of 1999 which amended Law Number 8 of 1974 concerning the Principles of Personnel, the development of Civil Servants (PNS) must be carried out optimally by prioritizing the work performance system and career system. This aims to provide opportunities for high-achieving PNS to be able to develop their professional abilities and compete healthily.

Based on data from the North Sulawesi Regional Personnel Agency, the number of employees in the DPRD Secretariat has reached more than 100 people with various levels of positions. However, the annual performance evaluation shows obstacles in increasing productivity and work innovation. This is due to the reward and empowerment system which is still not optimally structured.

Based on existing data, in the assessment of the achievement of Employee Work Targets (SKP) for 2023, it can be seen that most employees of the North Sulawesi Provincial DPRD Secretariat received a "Good" rating in their work performance. However, this data does

not reflect extraordinary achievements or significant innovations. This indicates that there is potential that has not been fully optimized in improving employee performance. However, this assessment reflects results that do not show extraordinary achievements or innovative breakthroughs. A "Good" assessment may describe a standard level of achievement, but does not reflect the maximum potential of employees in making significant contributions to organizational performance. This is evidence that even though employee work performance has reached the standard, there has not been a strong enough drive to encourage higher or innovative achievements. A "Good" assessment is more indicative of achievements that are in accordance with minimum targets, not superior achievements or creative breakthroughs.

Furthermore, there were several complaints from the Leaders and Members of the DPRD regarding delays in submitting reports, lack of responsiveness to requests for information, and minimal employee initiative in completing tasks. This shows that even though employees meet performance assessment standards, their work effectiveness and efficiency still need to be improved.

Previous studies have highlighted the influence of rewards and empowerment on employee work motivation. For example, research by Herdini, Darna, and Kasman (2021) shows that rewards have a positive effect on employee work performance, where rewards in the form of material or non-material can increase employee motivation in achieving work targets. In addition, research by Huda, Hakim, and Abdi (2023) revealed that employee empowerment increases employee commitment and productivity by providing a sense of ownership and responsibility for their work.

However, there is an interesting research gap to be studied further. Most previous studies have focused more on the relationship between rewards and empowerment with employee work motivation in general, without exploring further how these two factors contribute to increasing employee creativity in government organizations. Creativity is an important element in modern organizations, including in the public sector, because it contributes to policy innovation, service efficiency, and increasing employee work effectiveness.

Research by Setiawan and Idham (2022) found that creativity has a significant influence on work performance. Creativity not only encourages innovation in completing tasks but also enriches alternative solutions in improving work quality. However, in the context of the Secretariat of the North Sulawesi Provincial DPRD, the level of employee creativity is still relatively low. Employees tend to carry out tasks routinely without showing new initiatives or innovations in their work.

Furthermore, there is a study by Sari et al. (2021) which shows that rewards can have a negative impact on employee performance under certain conditions, for example when rewards are given unfairly or do not match employee expectations. Therefore, a more in-depth study is needed on how rewards and empowerment can affect employee creativity, as well as how creativity plays a role in improving employee work performance.

This research has high urgency because it contributes to understanding the factors that can improve employee performance in government organizations, especially in the Secretariat of the DPRD of North Sulawesi Province. Given that legislative services are highly dependent on the effectiveness and efficiency of employee work, the implementation of appropriate reward and empowerment strategies is a key factor in ensuring more professional, responsive, and innovative services.

Research purposes

1. To analyze the influence of awards on employee creativity at the Secretariat of the North Sulawesi Provincial DPRD.
2. To analyze the influence of employee empowerment on employee creativity at the Secretariat of the North Sulawesi Provincial DPRD.

3. To analyze the influence of creativity on employee work performance at the Secretariat of the North Sulawesi Provincial DPRD.
4. To analyze the influence of employee awards on employee work performance at the Secretariat of the North Sulawesi Provincial DPRD.
5. To analyze the influence of employee empowerment on employee work performance at the Secretariat of the North Sulawesi Provincial DPRD.
6. To analyze the influence of awards on employee work performance at the Secretariat of the North Sulawesi Provincial DPRD through creativity.
7. To analyze the influence of empowerment on employee work performance at the Secretariat of the North Sulawesi Provincial DPRD through creativity.

LITERATURE REVIEWS

Human Resource Management

Human Resource Management (HRM) is a strategic approach to managing individuals within an organization, aimed at improving performance and meeting business needs (Ichsan, 2021:15)

Reward Theory

Mangkunegara (2013) defines awards as compensation given by an organization to employees for their work performance, which can be in the form of financial or non-financial awards.

Empowerment Theory

Widayanti in Abdullah et. Al (2021) stated that empowerment is a process of breaking down the relationship or relationship between subjects and objects (including the male-female dichotomy).

Job Performance Theory

According to Cooper in Baehaki and Faisal (2020), work performance is expressed as follows, "A general term applied to part or all of the conduct or activities of an organization over a period of time, often with reference to some standard such as past projected cost, an efficiency base, management responsibility or accountability, or the like".

Theory of Creativity

According to Schermerhorn (1996:131) creativity is the use of common sense and imagination to create new ideas about something or various unique solutions to problems.

Motivation Theory

According to Frederick Herzberg as quoted by Hasibuan (2014:228), he explains the two-factor motivation theory or health motivation theory or hygiene factor. According to this theory, the ideal motivation to encourage effort is the opportunity to develop abilities. According to this theory, the ideal motivation that can stimulate effort is the opportunity to develop abilities.

Job Involvement Theory

Work engagement is a very broad concept consisting of various structures and multi-dimensional experiences, including emotions, cognitions, and behaviors, because people involved in the work are energetic and enthusiastic to participate in carrying out the work (Bakker et al., 2008).

Previous research

Najlun's (2024) research examined the effect of Organizational Support, Rewards, Empowerment, and Training on Employee Job Satisfaction at RSU Cut Meutia Lhokseumawe. Using a manual survey of 100 employees and SPSS analysis and multiple linear regression, the results of the study showed that Organizational Support had no effect on Job Satisfaction. Meanwhile, Rewards, Empowerment, and Training had a positive and significant effect. These

findings provide insight for policy makers in designing strategies to improve employee job satisfaction through human resource factors.

Setyowati's (2023) research analyzed the effect of Training, Career Development, and Empowerment on Employee Performance at PT. Sidorejo Plantation with a survey method on 105 employees. Using multiple regression, the results of the study showed that Training and Empowerment had a positive and significant effect on Employee Performance, while Career Development had a positive and significant effect on Organizational Commitment.

Muzakir & Damayanti's (2021) research analyzed the influence of Creativity Ability on the Work Success of employees at the Mila Sub-district Office, Pidie Regency, using a qualitative method through a questionnaire to 18 employees. The results of the study showed that Creativity Ability had a positive and significant effect on Work Success, as evidenced by 66.7% of respondents who strongly agreed and 22.2% who agreed with the relationship, while 11.1% disagreed.

Research Model and Hypothesis

Research Model

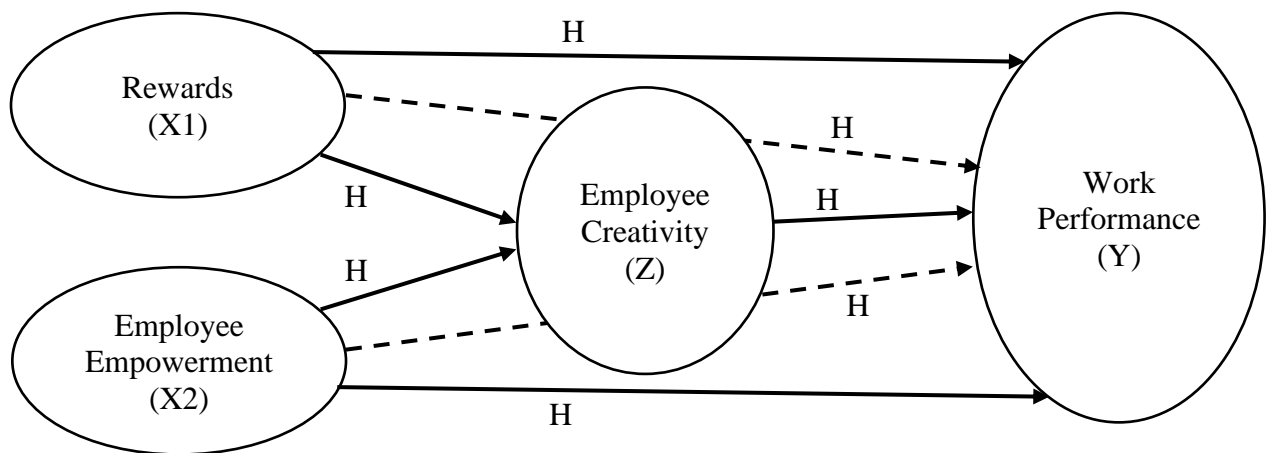


Figure 1. Research Model

Source: Results of theoretical and empirical studies, 2024.

In accordance with the conceptual framework of the study, the variables used in this study consist of independent variables, dependent variables, and intervening variables. The independent variables in this study are employee rewards and empowerment, while the dependent variable is employee work performance. In addition, this study also includes creativity as an intervening variable. Thus, this study aims to analyze the effect of employee rewards and empowerment on employee work performance at the Secretariat of the North Sulawesi Provincial DPRD, by considering creativity as an intervening factor in the relationship.

Hypothesis

A hypothesis is a temporary answer to a research problem, until proven through the data collected by Arikunto in Hardani et al., (2020). According to the description of the framework of thought above, several hypotheses are proposed in the following research:

1. H1: It is suspected that awards have a positive effect on employee creativity at the Secretariat of the North Sulawesi Provincial DPRD.
2. H2: It is suspected that empowerment has a positive effect on employee creativity at the Secretariat of the North Sulawesi Provincial DPRD.
3. H3: It is suspected that creativity has a positive influence on employee work performance at the Secretariat of the North Sulawesi Provincial DPRD.

4. H4: It is suspected that awards have a positive effect on employee work performance at the Secretariat of the North Sulawesi Provincial DPRD.
5. H5: It is suspected that empowerment has a positive effect on employee work performance at the Secretariat of the North Sulawesi Provincial DPRD.
6. H6: It is suspected that awards have a positive effect on employee work performance at the Secretariat of the North Sulawesi Provincial DPRD through creativity.
7. H7: It is suspected that empowerment has a positive effect on employee work performance at the North Sulawesi Provincial DPRD Secretariat through creativity.

RESEARCH METHODS

Types of research

This study uses a quantitative method with a survey design to analyze the relationship between the variables of rewards, empowerment, creativity, and employee performance. The survey design was chosen because it allows the author to collect data from a large number of representative samples through structured research instruments, such as questionnaires. This design allows the author to measure the existing variables in a systematic and objective manner.

Location and Place of Research

This research was conducted at the Secretariat of the DPRD of North Sulawesi Province because this institution has a complex organizational structure that reflects the dynamics of rewards, empowerment, and creativity in improving employee performance. The selection of this location is also based on the relevance of the research topic to the context of work in the government environment, where factors such as rewards and empowerment can significantly affect employee performance. In addition, the Secretariat of the DPRD of North Sulawesi Province is an organization that has various administrative and operational functions that involve employees with various backgrounds, making it suitable for analyzing the relationship between variables in this study.

Method of collecting data

This study uses a quantitative approach with a questionnaire as the main tool for data collection, supported by semi-structured interviews, field observations, and secondary data to deepen the analysis. Observations focused on employee interactions and reward management, empowerment, and creative processes, while interviews explored employee perceptions regarding work dynamics. Secondary data from performance reports and organizational policies were also used to enrich understanding, although the study remained focused on a quantitative approach.

Population and Research Sample

The population in this study includes all Civil Servants at the DPRD Secretariat of North Sulawesi Province, totaling 69 employees. Due to the relatively small population, this study uses a census technique, where the entire population is sampled. This approach allows researchers to obtain more accurate and comprehensive data on the variables studied and the relationships between variables in the population.

Data analysis

The data analysis technique used in this study is PLS-SEM (Partial Least Squares Structural Equation Modeling). PLS-SEM was chosen because of its ability to test relationships between latent variables, which often cannot be measured directly, and because of its ability to handle relatively small sample sizes. PLS-SEM allows researchers to test complex models, including direct and indirect relationships between variables, and evaluate the model as a whole.

RESEARCH RESULTS AND DISCUSSION**Research result****Data Analysis Results****Validity Test Results***Table 1. Outer Loading Results*

	X1	X2	Y	Z
10			0.682	
X1.1	0.407			
X1.2	0.622			
X1.3	0.475			
X1.4	0.506			
X1.5	0.781			
X1.6	0.746			
X1.7	0.877			
X1.8	0.809			
X2.1		0.438		
X2.2		0.561		
X2.3		0.783		
X2.4		0.571		
X2.5		0.776		
X2.6		0.673		
X2.7		0.743		
X2.8		0.675		
Y1			0.460	
Y11			0.640	
Y12			0.542	
Y2			0.714	
Y3			0.620	
Y4			0.570	
Y5			0.698	
Y6			0.628	
Y7			0.698	
Y8			0.756	
Y9			0.707	
Z1				0.751
Z2				0.799
Z3				0.730
Z4				0.680
Z5				0.701
Z6				0.767
Z7				0.657
Z8				0.767

Source: SmartPLS Algorithm Output (2024)

Validity testing in PLS with reflective indicators is evaluated using the outer loading or loading factor value. The loading factor value on the latent variable is declared valid if the outer loading is > 0.7 . Referring to the calculation results above, it is known that most of the outer loading values are > 0.6 , so it can be concluded that the indicators of all variables are valid.

Reliability Test Results*Table 2 Reliability Test Results*

	Cronbach's Alpha	rho_A	Composite Reliability
Award	0.809	0.819	0.862
Empowerment	0.813	0.831	0.858
Work performance	0.872	0.882	0.895
Creativity	0.877	0.889	0.902

Source: SmartPLS Algorithm Output (2024)

Based on Table 2, all variables in this study are declared reliable because they have Cronbach's Alpha and Composite Reliability (CR) values above 0.7. The reward variable has values of 0.809 and 0.962, empowerment 0.813 and 0.858, work performance 0.872 and 0.895, and creativity 0.877 and 0.902. Thus, all tested constructs meet the reliability criteria.

Discriminant Validity Test Results*Table 3 Heterotrait-monotrait ratio (HTMT) – Matrix*

	Award	Empowerment	Work performance	Creativity
Award				
Empowerment	0.874			
Work performance	0.626	0.911		
Creativity	0.582	0.856	0.774	

Source: SmartPLS Algorithm Output (2024)

The HTMT matrix shows that discriminant validity is well met for all constructs. The HTMT values between variables are below the threshold of 0.9 which ensures adequate differences between each construct. The strongest relationship is seen between appreciation and creativity (0.582), with a value still below 0.9. Thus, overall, all variables in the model show adequate discriminant validity.

Convergent Validity Test Results*Table 4 Result Value Average Variance Extracted (AVE)*

	Average Variance Extracted (AVE)
X1	0.453
X2	0.438
Y	0.420
Z	0.537

Source: SmartPLS Algorithm Output (2024)

Based on Table 4, only the creativity variable meets the $AVE \geq 0.50$ requirement, while variables X1, X2, and Y are below the threshold. However, the indicators in the model are retained because they have important theoretical contributions and positive correlations with the measured constructs. Although the AVE value is low, the outer loading of most indicators is still within the acceptable range, so that removing indicators can reduce the depth of analysis. Therefore, the decision to retain indicators is based on a balance between theoretical justification and empirical contribution.

Structural Model Test Results (Inner Model)**Model Fit Test Results***Table 5 Fit Summary*

	Saturated Model	Estimated Model
SRMR	0.149	0.149
d_ULS	14,749	14,732
d_G	7,041	7,050
Chi-Square	1709.558	1709.145
NFI	0.346	0.346

Source: SmartPLS Algorithm Output (2024)

Although the SRMR value (0.149) exceeds the threshold of 0.10 and the NFI (0.346) is still far from 0.90, the model is still maintained because it is based on relevant theory and valid empirical data. In PLS-SEM, predictive ability is prioritized over overall model fit, so a higher SRMR value is still acceptable. In addition, the d_ULS (14.732) and d_G (7.050) values are within the acceptable range. Therefore, although the model has limitations in explaining the relationship between variables, this model can still be used with careful interpretation and be the basis for further research for improvement.

Collinearity Statistic (VIF) Test Results*Table 6 Inner VIF Values*

	Y
Awards -> Creativity	3,564
Empowerment -> Creativity	3.435
Awards -> Work Achievement	2.201
Empowerment -> Work Performance	3,822
Creativity -> Work performance	3.201

Source: SmartPLS Algorithm Output (2024)

Based on Table 6, there are no symptoms of multicollinearity because all VIF values <5, although some variables have values approaching the limit, such as Empowerment → Work Performance (3.822) and Rewards → Creativity (3.564). This shows a fairly high correlation between variables, although it does not interfere with the stability of the model. Therefore, although multicollinearity is not a major problem, further research can consider simplifying the model or selecting more specific indicators to improve the accuracy of the analysis.

R Square Test Results*Table 7 R Square Value of Variable*

	R Square	R Square Adjusted
Work performance	0.679	0.653
Creativity	0.566	0.553

Source: SmartPLS Algorithm Output (2024)

Based on Table 7, the work performance variable has an R-square value of 0.679, indicating that 67.90% of its variance can be explained by empowerment and rewards. Meanwhile, the creativity variable has an R-square value of 0.556, indicating that 55.60% of its variance can be

explained by work performance **f-square test results**Table 8 *f-square value*

	Work performance	Creativity
Awards -> Creativity	0.026	
Empowerment -> Creativity	0.025	
Awards	0.004	0.001
Empowerment	0.326	0.695
Work performance		
Creativity	0.042	

Source: SmartPLS Algorithm Output (2024)

The f-square value indicates the magnitude of the influence of a construct in the model. Based on Table 8, rewards and empowerment on work performance with creativity as an intervening variable have a moderate influence (0.026 and 0.025 respectively). The influence of rewards on work performance (0.004) and empowerment on creativity (0.001) is relatively small. Meanwhile, empowerment on work performance (0.326) and creativity (0.695) have a large influence. Creativity on work performance has a moderate influence with a value of 0.042.

Research Hypothesis Test Results

Results of the Direct Effect Path Coefficient Test

Table 9 *Path Coefficient Test Results*

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Awards -> Creativity -> Work Achievement	-0.124	1.145	0.253
Empowerment -> Creativity -> Work Performance	0.121	1,077	0.282
Awards -> Work Achievement	0.056	0.422	0.673
Awards -> Creativity	0.021	0.161	0.872
Empowerment -> Work Performance	0.632	4.035	0.000
Empowerment -> Creativity	0.738	7,685	0.000
Creativity -> Work Performance	0.209	1.256	0.210

Source: SmartPLS Algorithm Output (2024)

The results of the hypothesis test show that rewards do not have a significant effect on creativity or work performance, while creativity also does not mediate the relationship between rewards or empowerment and work performance. However, empowerment is proven to have a significant effect on work performance and creativity, indicating that employees who are given authority are more likely to be innovative and productive. Creativity does not directly increase work performance, possibly due to the nature of the work or the lack of support for the implementation of creative ideas. These findings suggest the need to consider other factors in further research to understand the relationship between variables in more depth.

Table 10 Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Empowerment -> Work Performance	0.004	0.023	0.040	0.107	0.915
Awards -> Work Achievement	0.154	0.161	0.120	1.281	0.201

Source: SmartPLS Algorithm Output (2024)

The results of the indirect effect test show that creativity fails to mediate the relationship between empowerment and rewards on work performance, with a small coefficient value and a p-value far above 0.05. The possible cause is the role of other more dominant factors, such as empowerment that directly increases motivation and work autonomy without going through creativity, and rewards that have a greater influence on job satisfaction than innovation. In addition, more structural job characteristics and minimal organizational support for creativity can limit the role of creativity in improving work performance.

Discussion

The Influence of Awards on Employee Creativity at the Secretariat of the North Sulawesi Provincial DPRD.

The results of the study indicate that rewards do not affect employee creativity at the DPRD Secretariat of North Sulawesi Province ($P\text{-value} = 0.872 > 0.05$), so the first hypothesis is rejected. This may be due to the bureaucratic reward system which is more administrative and certainty-based, in contrast to the private sector which is more flexible in encouraging innovation. This finding contradicts previous studies that show a significant relationship between rewards and creativity in a more competitive work environment. Therefore, organizations are advised to redesign their reward systems to be more relevant to employees' creative drive, for example by providing innovation-based incentives and recognition of new ideas that have an impact on the organization.

The Influence of Employee Empowerment on Employee Creativity at the Secretariat of the North Sulawesi Provincial DPRD.

This study shows that empowerment has a significant effect on employee creativity at the DPRD Secretariat of North Sulawesi Province ($P\text{-value} = 0.000 < 0.05$), so the second hypothesis is accepted. Empowerment increases participation in decision-making, a sense of ownership of work, and space for innovation. This finding is in line with previous studies that emphasize the importance of a work environment that supports freedom of thought in encouraging creativity. Therefore, the DPRD Secretariat is advised to increase employee empowerment through creative training, an open work culture, and greater involvement in decision-making.

The Influence of Creativity on Employee Work Performance at the Secretariat of the North Sulawesi Provincial DPRD.

This study shows that creativity has a positive but insignificant effect on employee performance at the DPRD Secretariat of North Sulawesi Province ($P\text{-value} = 0.210 > 0.05$), indicating that other factors are more dominant in determining performance. Unlike innovation-based organizations, bureaucratic work is more oriented towards rules and procedures than creativity. Therefore, increasing creativity in the bureaucracy needs to be supported by policies that encourage innovation, such as creative projects and a more flexible work environment.

The Influence of Employee Awards on Employee Work Performance at the Secretariat of the North Sulawesi Provincial DPRD.

This study shows that rewards have a positive but insignificant effect on employee performance at the DPRD Secretariat of North Sulawesi Province ($P\text{-value} = 0.673 > 0.05$), indicating that other factors are more dominant in determining performance. In bureaucracy, leadership, efficiency of work systems, and certainty of career paths play a greater role than financial incentives. Therefore, the reward system needs to be improved by adding non-financial aspects such as recognition, welfare, and a supportive work environment.

The Influence of Employee Empowerment on Employee Work Performance at the Secretariat of the North Sulawesi Provincial DPRD.

This study shows that empowerment has a significant effect on employee performance at the DPRD Secretariat of North Sulawesi Province ($P\text{-value} = 0.000 < 0.05$), which not only improves individual performance but also motivation and job satisfaction. In line with the findings of Bakri et al. (2024), the higher the empowerment, the better the employee's work results. Therefore, the bureaucracy needs to increase empowerment through leadership training, involvement in decision-making, and a collaborative work culture so that employees are more responsible for the tasks and goals of the organization.

The Influence of Awards on Employee Work Performance at the Secretariat of the North Sulawesi Provincial DPRD Through Creativity.

This study shows that rewards have an effect on work performance through creativity, but it is not significant (coefficient 0.154; $P\text{-value} 0.201$), so creativity does not act as an effective mediator. Although rewards can encourage creativity, other factors such as leadership support, organizational culture, and career development opportunities may play a greater role in improving work performance. Therefore, organizations need to find additional strategies, such as increasing employee involvement in decision making and providing training and mentoring to strengthen the relationship between rewards and performance.

The Influence of Empowerment on Employee Work Performance at the Secretariat of the North Sulawesi Provincial DPRD Through Creativity.

This study shows that empowerment does not have a significant effect on work performance through creativity (coefficient 0.004; $P\text{-value} 0.915$), so creativity is not an effective mediator. Although empowerment has a direct effect on performance, in a bureaucratic environment factors such as compliance with rules and work efficiency may be more dominant. Therefore, improving work performance through empowerment needs to be supported by skills training, constructive feedback, and systems that encourage the implementation of creative ideas at the operational level.

CLOSING**Conclusion**

1. Rewards do not affect employee creativity. This shows that rewards must be accompanied by adequate empowerment and support in order to contribute effectively to employee motivation and innovation.
2. Empowerment has been shown to have a significant impact on creativity and job performance. When employees feel empowered, they are more likely to innovate and commit to their tasks, which ultimately improves organizational performance.
3. Although there is a positive relationship between creativity and job performance, the effect is not significant. Other factors such as work environment and managerial support may play a more dominant role in determining job performance.
4. The study showed that neither rewards nor empowerment had a significant effect on job performance through creativity as an intervening variable. This suggests the need for further research to understand these dynamics.

Suggestion

1. **Reward System Development**
Government agencies need to formulate a more effective and transparent reward system that is not only symbolic but also provides real encouragement to employees.
2. **Focus on Empowerment**
Implement empowerment strategies that include training and skills development to increase employee motivation and commitment.
3. **Creating a Supportive Work Environment**
Create a work environment conducive to innovation with good managerial support and effective communication between management and employees.
4. **Further Research**
Conduct further research to explore other factors that may influence the relationship between rewards, empowerment, creativity, and work performance so that the policies implemented can be more targeted.

REFERENCE

- Abdullah, Ali Hapzi, & Rosadi Kemas Imron. (2021). Factors Influencing the Empowerment of Educational Success: Systems Thinking, External Education, Exploring Self-Potential in the System Tradition. *Journal of Educational Management and Social Sciences*, 2(2), 826–843.
- Baehaki, MK, & Faisal, A. (2020). The Influence of Work Discipline, Training and Job Satisfaction on Employee Work Performance (Causal Study at PT.AJ Sequislife Jakarta Insurance Company). *M-Progress Scientific Journal*, 10(1), 10–22. <https://doi.org/10.35968/m-pu.v10i1.364>
- Bakker, A. B., & Leiter, M. P. (2010). *Work Engagement: A Handbook of Essential Theory and Research*. Psychology Press.
- Bakri, Y., Aedy, H., & Asraf. (2024). The Effect of Employee Empowerment and Work Motivation on Employee Performance at the Population Control, Family Planning, Women's Empowerment and Child Protection Office of Konawe Islands Regency. *Yume: Journal of Management*, 7(2), 695–705.
- Hardani. (2020). *Quantitative and Qualitative Research Methods*. Science Library.
- Hasibuan, MSP (2016). *Human Resource Management*. Bumi Aksara.
- Hardini, H., Darna, N., & Kasman. (2021). The Influence of Appreciation and Self-Actualization on Employee Work Performance (A Study at the Ciamis Regency BPKD Office). *Business Management and Entrepreneurship Journal*, 3(3), 34–40.
- Huda, N., Hakim, L., & Abdi. (2023). The Influence of Civil Service Empowerment on Work Performance at the Civil Service Agency and Human Resource Development of Gowa Regency. *Unismuh Journal*, 4(5), 121–134.
- Ichsan, RN, & Nasution, L. (2022). The Influence Of Work Professionalism On Performance Work At The Medan City Cooperative And Sme Office. *Journal Of Social Humanities Education Research*, 7(2), 162-166.
- Mangkunegara, AP (2013). *Corporate Human Resource Management*. Bandung: PT Remaja Rosdakarya.
- Muzakir, M., & Damayanti, C. (2021). The Influence of Employee Creativity Ability on Work Success at the Mila Sub-district Office. *Journal of Business and Management Strategy Studies*, 5(2).
- Najlun, F. (2024). THE EFFECT OF ORGANIZATIONAL SUPPORT, REWARDS, EMPOWERMENT AND TRAINING ON EMPLOYEE JOB SATISFACTION AT CUT MEUTIA HOSPITAL, LHOKSEUMAWE.
- Government Regulation of the Republic of Indonesia Number 46. (2011). Government

- Regulation of the Republic of Indonesia Number 46 of 2011 concerning Civil Servant Work Performance Assessment. 53(9), 167–169.
- Sari, SSM, Khasanah, S., Pasha, S., & Sanjaya, VF (2021). The Influence of Motivation, Reward and Punishment on Employee Performance (Case Study of Puspita Bandar Lampung Beauty Clinic). *Saburai Journal of Management Science (JIMS)*, 7(1), 57–66. <https://doi.org/10.24967/jmb.v7i1.1070>
- Schermerhorn, J.R., Hunt, & Osborn, R.N. (1996). *Organizational Behavior*. Wiley.
- Setiawan, R., & Idham, R. (2022). The Influence of Creativity and Career Development on Employee Work Performance (Case Study at Hotel Teraskita Cawang Jakarta). *Journal of Sustainable Tourism*, 9(2), 151–160.
- Setyowati, AW (2023). The Influence of Training, Career Development and Empowerment on Employee Performance. *Mirai Management Journal*, 8(1), 130-137.
- Law No. 43. (1999). Law of the Republic of Indonesia Number 43 of 1999 Concerning the Principles of Personnel. 3, 1–8.
- Law Number 23. (2014). Law of the Republic of Indonesia Number 23 of 2014 Concerning Regional Government (Vol. 8, Issue 33).
- Law of the Republic of Indonesia no. 8. (1974). About Personnel Principles. 1.