



## **Relationship between Intrinsic-Extrinsic Motivation, Transformational Leadership on Job Performance Through Employee Creativity: A Systematic Literature Review**

**Agus Dharmanto<sup>1</sup>, Zahara Tussoleha Rony<sup>2</sup>**

<sup>1</sup> Fakultas Ekonomi dan Bisnis Universitas Bhayangkara Jakarta Raya, Email:  
[agus.dharmanto@dsn.ubharajaya.ac.id](mailto:agus.dharmanto@dsn.ubharajaya.ac.id)

<sup>2</sup> Fakultas Ekonomi dan Bisnis Universitas Bhayangkara Jakarta Raya

Corresponding Author: [agus.dharmanto@dsn.ubharajaya.ac.id](mailto:agus.dharmanto@dsn.ubharajaya.ac.id) <sup>1</sup>

**Abstract:** Intrinsic motivation is the motives that become active or function so that there is no need for external stimulation, because from within the individual there is an urge to do something. Meanwhile, extrinsic motivation is motives that are active and function due to external stimuli. Transformational leadership reflects the attitude of a participatory leadership that is not only able to motivate and move the organization vertically and horizontally, but also to create an organizational capacity that is always agile in every situation. While job performance is the result of work related to organizational goals, efficiency and other performance effectiveness performance. To see the results of the work, of course there are aspects that can be measured in it and Employee Creativity refers to the emergence of new and useful ideas for employees. Employees as members of the organization who are experienced in human resource practices, therefore the attitudes and behavior of employees depend on the management system implemented. This study aims to determine the influence of Intrinsic-Extrinsic Motivation and Transformational Leadership Relationships on Job Performance through Employee Creativity moderated by spiritual incentive. The type of research used is Systematic Literature Review research.

**Keyword:** Intrinsic-Extrinsic Motivation, Transformational Leadership, Spiritual Incentive, Job Performance, Employee Creativity

### **INTRODUCTION**

According to the quality of human resources is important because of its role as a driver in a company that can effectively and efficiently influence the ability and success of achieving company goals. Facing a very rapid technological progress, quality human resources can be a strength for the organization. The ease of use of a technological advance makes several new

companies enter into a business that has been carried out which results in increasingly fierce competition. A technological advance has resulted in the company's human resources having to develop and plan properly in order to get human resources according to the needs and expectations of the organization. Human resources is a very important factor that can increase the effectiveness and efficiency of the company. Human resource management is an activity program to get the human resources expected by every company. Human resource management is a science that regulates relations and workforce so that it is effective and efficient which aims to achieve company and community goals. Human resources in the company must be managed professionally in order to achieve balance. Balance is the main key for companies to develop productively.

## **METHOD**

Systematic Literature Review (SLR) is a term for a way of identifying, evaluating, and interpreting all available research that is relevant to the problem formulation or topic area studied. Systematic Literature Review (SLR) is defined as the process of identifying, assessing and interpreting all available research evidence with the aim of providing answers to specific research questions. SLR research is conducted to identify, evaluate, and interpret all relevant research results related to certain research questions, certain topics, or phenomena of concern. The purpose of this SLR or Systematic Literature Review research is to find a strategy that will help overcome the problems encountered and identify different perspectives related to the problem being studied and uncover theories relevant to the cases in this study which examine more deeply the effects of benefits information technology on employee performance.

### **Object of research**

The object of this research is the effect of information technology on employee performance. The selection of research objects in the form of the influence of information technology on employee performance has the type of systematic literature review research for the following reasons:

1. There is still very limited systematic literature review research that discusses the effect of using technology on employee performance using the Systematic Literature Review method and Microsoft academic data.
2. The development of information technology is growing rapidly, especially in the industrial revolution 4.0.
3. Utilization of massive information technology to support the creation of work effectiveness and efficiency for employees.

## **RESULTS AND DISCUSSION**

Stages of research systematic literature review. There are 5 stages of this SLR research, such as:

### **Stage 1: Formulate the problem**

At this stage the researcher writes the formulation of the problem to be discussed in depth. This question was made based on the needs of the topics to be chosen by researchers, namely:

RQ 1: Journal distribution that discusses the influence of information technology on employee performance?

RQ 2: How does information technology affect employee performance?

RQ 3: Types of Information Technology What was discussed in previous research

RQ 4: What factors support the use of information technology to improve employee performance?

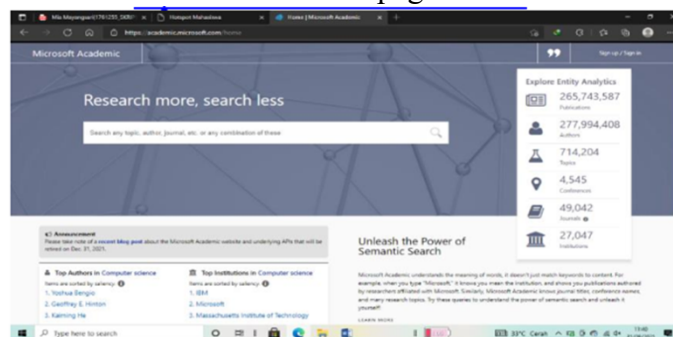
RQ 5: What research methods are most often used in examining the effect of the use of information technology on employee performance?

## Stage 2: Finding Literature (Identification)

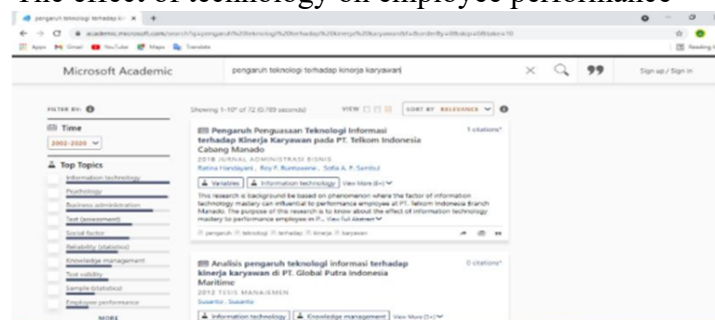
After formulating the topic and formulation of the problem to be raised or researched, the next step is to search for relevant articles or what is commonly known as the search process. This literature study is a summary or summary that is determined based on a predetermined theme. A literature search was carried out in August 2021. The data used in this research is secondary data obtained not from direct observation, but obtained from studies that have been conducted or previous research. Secondary data sources can be in the form of articles or journals that are nationally accredited with themes that have been determined by researchers. The literature search in this literature study uses the Microsoft Academic Search Process data base or the search process is used to obtain relevant sources and is used to answer problem formulations or research questions (RQ) and other related references. The search process uses the Google Scholar search engine and dimension.ai (<https://www.microsoftacademic.com>).

Filtering Articles on the Google Scholar Search Engine :

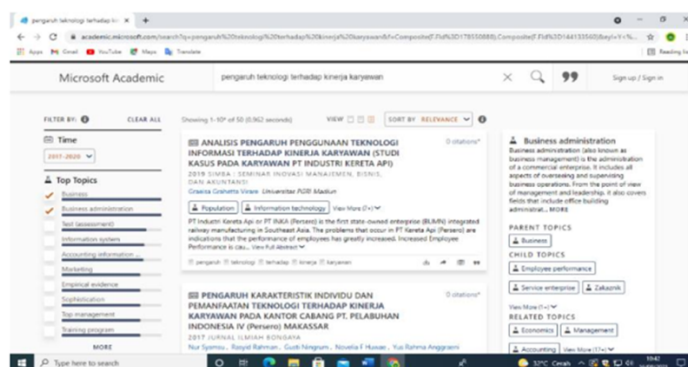
1. Go to the <https://academic.microsoft.com/home> page



2. Enter the keyword “The effect of technology on employee performance



3. The results obtained were 58 articles, the search results were still very broad because they had not been filtered based on business administration and business keys, then enter keywords for 2017-2021.



4. Results of 50 articles were obtained, but this search was still very broad, there were articles that met the Inclusion and Exclusion criteria, so there would be 10 articles from the search engine results on Microsoft Academic, 10 articles were obtained.

### Stage 3: Selecting the results of a literature search that are in accordance with the Quality Assessment (screening and feasibility)

This stage is carried out to decide whether the data found is appropriate or not for use in SLR research and at this stage the Inclusion and Exclusion Criteria (Population, Intervention, comparison, outcomes, study) are determined as follows:

**Table 1.** Inklusi dan Eksklusi

Kriteria	Inklusi	Eksklusi
Population	Studi tentang pemanfaatan teknologi terhadap kinerja karyawan	Studi yang tidak terkait dengan atau tentang pemanfaatan teknologi terhadap kinerja karyawan
Intervention	-	-
Comparasion	-	-
Outcome	Pengaruh pemanfaatan teknologi terhadap kinerja karyawan	-
Study	Analisis Korelasi komparasi dan kuantitatif	Selain analisis korelasi dan studi kuanatitatif
Kriteria	Inklusi	Eksklusi
Tahun Publikasi	Tahaun 2021	Sebelum tahun 2021
Bahasa	Bahasa Indonesia	Selain Bahasa Indonesia

So that the articles obtained after conducting a search match the desired criteria, a Quality Assessment (QA) will then be carried out / Quality assessment contained in the article. Articles that will be discussed are articles that have met the inclusion and exclusion criteria and will be discussed in depth and must meet the quality assessment criteria as follows:

**Table 2.** Quality Assesment

QA	Keterangan
Q1	Apakah Artikel tersebut sesuai dengan kriteria Pengaruh pemanfaatan teknologi informasi terhadap kinerja karyawan?
Q2	Apakah Artikel tersebut menjelaskan bagaimana tindakan yang dilakukan karyawan dalam memanfaatkan teknologi informasi
Q3	Apakah Artikel tersebut memuat hasil penelitian tentang pemanfaatan teknologi informasi terhadap kinerja karyawan
Q4	Apakah artikel tersebut memuat tentang alat analisa yang digunakan dalam meneliti kasus tersebut?
Q5	Apakah Artikel tersebut terbit pada tahun 2021?
Q6	Apakah Artikel Tersebut berbahasa Indonesia?

From each article, a score will be given for the answers below for each of the questions above.

Y (Yes): For articles that pass at least the 6 criteria above

T (No) : for articles that do not meet the above criteria

Following are the results of the feasibility assessment of the article:

**Table 3.** Jurnal terpilih

No	Judul	Penulis	QA						Ket	
			Q1	Q2	Q3	Q4	Q5	Q6	Y	T
1	Pengaruh teknologi informasi terhadap budaya organisasi dan kinerja karyawan di STMIK STIKOM Bali	I Gede KT. Tjahyadi Putra Budhi	√	√	√	√	√	√	Y	
2	Analisis Pengaruh Penggunaan Teknologi Informasi Terhadap Kinerja Karyawan PT. Asuransi Jawa Raya Pontianak	Diana Fitriani	√	√	√	√	√	√	Y	
3	pengaruh teknologi informasi, kompetensi dan pelatihan kerja terhadap kinerja karyawan CV Gema Tama di sidoarjo	Ketut Witara	√	√	√	√	√	√	Y	

4	pengaruh konflik peran dan kepribadian locus of control internal terhadap kinerja karyawan dengan kenologi informasi sebagai variabel moderasi (Studi pada PT.Sari melati kencana, Tbk tahun 2019 )	Yoosita Aulia	√	√	√	√	√	√	Y	
5	Analisis pengaruh penggunaan teknologi informasi terhadap kinerja karyawan (Studi kasus pada karyawan PT Industri kereta api)	Graeisa Grahetta Virare	√	√	√	√	√	√	Y	
6	Pengaruh pengembangan karir, penempatan kerja, tingkat pendidikan, teknologi	Soegiharton o	√	√	√	√	√	√	Y	

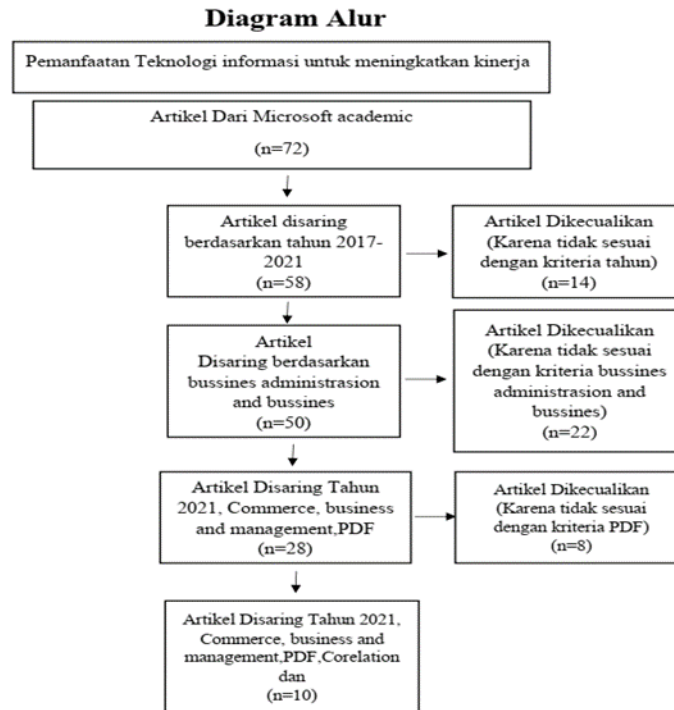
	informasi dan fasilitas kerja terhadap kinerja karyawan (Studi Kasus pada Kantor Badan Kependudukan dan Keluarga Berencana Nasional Provinsi Jawa Tengah)									
7	Pengaruh penggunaan teknologi informasi, kemampuan berkomunikasi interpersonal, dan gaya kepemimpinan terhadap kinerja karyawan (Studi empiris pada bank Syariah di kota ambon)	Ilham Habibi Zakaria, Theophilia Fina F Lewakabessy	√	√	√	√	√	√	Y	
8	Pengaruh teknologi informasi dan modal intelektual terhadap efektifitas komunikasi serta implikasinya pada kinerja karyawan PT Kurnia purnama jaya	Muhammad Jaka Wiratama1, Nurdasila Darsono2 Teuku Roli Ilhamsyah Putra3	√	X	X	√	X	√		T
9	Pengaruh Penguasaan Teknologi Informasi Terhadap	Ratna Ratina Handayani Roy F. Runtuwene	√	√	√	√	√	√	Y	



	Kinerja Karyawan Pada PT. Telkom Indonesia Cabang Manado	Sofia A.P. Sambul								
10	Pengaruh penggunaan teknologi informasi terhadap kinerja karyawan (Studi kasus karyawan STMIK duta bangsa)	Novemy triyandri nugroho	√	√	√	√	√	√	Y	
11	Faktor faktor yang mempengaruhi keandalan laporan keuangan pemerintah daerah kabupaten wajo	Dian Hajra, Jamaluddin majid	√	X	√	√	X	X		T
12	Inovasi pelayanan dinas perpustakaan dan kearsipan kota metro melalui program Ebook dalam upaya menumbuhkan minat baca remaja	I made haya, intan fitri meutia, devi yulianti	√	X	√	√	X	X		T
13	Pengaruh kompensasi, etika profesional dan proses pengendalian manajemen terhadap akuntabilitas kinerja dan fraud akademik	Sigit pamungkas, Suratno dan Widarto rachbini	√	X	X	X	√	√		T

From the Quality Assessment (QA)/Quality Assessment on the above articles, there were 10 articles that met the Y criteria (YES) or passed the Quality Assessment and 23 articles that entered the T criteria (NO). When depicted in diagrammatic form, the article screening process looks as follows:





#### Stage 4 Analysis of the results of the literature from articles that passed the Quality Assessment

The fourth stage is the stage where the researcher analyzes or breaks down, distinguishes something to be classified and grouped according to the Quality Assessment criteria in the table above.

#### Stage 5 Making Research Conclusions

The fifth stage is understanding the search results that have been summarized in the analysis stage. At this stage the researcher makes research conclusions, namely brief statements about the results of the descriptive analysis derived from facts or logical relationships and contains answers to the statements submitted in the problem formulation section. The overall answer only focuses on the scope of the question and the number is adjusted to the existing problem formulation.

### CONCLUSION

The three variables in this article provide a result of scientific articles that have been studied with objects in universities so that these three variables are jointly used in the treasures of science, especially in human resources. The three variables in this article can be a reference for other researchers to use together in a future study with the same research object or different methods, so as to produce research that can contribute to the general public. leaders who create a work climate that enables employee development and pays attention to their needs also contribute to long-term employee retention.

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