

# Determination of Individual Creativity at the Election Supervisory of West Sumtera

Wisandra Novita<sup>1</sup>, Akmal\*<sup>2</sup>, Yeasy Damayanti<sup>2</sup>

<sup>1</sup>Master of Management Science Student, Faculty of Economics and Business, Bung Hatta University, Padang, <sup>2</sup>Faculty of Economics and Business, Bung Hatta University, Padang

Email: wisandra2211@gmail.com, drakmal210@gmail.com,

yeasydamayanti@bunghatta.ac.id

Corresponding Author Email: drakmal210@gmail.com

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## Abstract

Individual Creativity has received great attention from academics and practitioners. However, the factors that influence individual creativity need to be concluded. This study investigates the effect of interactive budget use on individual creativity, with psychological empowerment and role clarity as mediators. The population in this study were all employees at Election Supervisory Body of West Sumatera Province, Indonesia. The census method was used to collect all research samples, consisting of 223 respondents. Data analysis processing used Smart-PLS version 3.2.9. According to the results of the study, individual creativity is greatly influenced by the use of interactive budget, psychological empowerment, and role clarity. The use of interactive budget only has a positive effect on role clarity and individual creativity and does not affect psychological empowerment. Role clarity also has a positive effect on individual creativity and does not affect psychological empowerment.

**Keywords:** Individual Creativity, Interactive Budget Use, Psychological Empowerment, Role Clarity.

## Introduction

Individual creativity is the process of generating and implementing new and useful ideas to produce recognizable competitive advantage at the organizational level (Azeem et al., 2021). Individual creativity is recognized as a potential driver of economic growth, especially in developing countries (Doran et al., 2018). Individual creativity among collaborators is critical to organizational success, thus, the application of managerial control is often a dilemma faced in this process. (Lill et al., 2021). Creativity is a concept that contains elements of freedom to think, act, and produce a work (Juniwianto et al., 2024). Individual creativity in the public sector is greatly influenced by budget availability, individuals are creative when they can optimize potential and make rational decisions related to interactive budget use, the involvement of individual creativity in interactive budget use increases motivation and commitment in achieving organizational targets (Silmilian, 2020).

Interactive budgeting is a crucial process in the financial management of an organization, both companies and government institutions. This process includes a series of stages starting from preparation, data and information collection, planning, implementation, to monitoring and evaluation. The final result of the budgeting process is a budget that functions as an operational guideline and a tool for controlling the organization's finances (Anggraeni et al., 2020). Interactive budgeting in the public sector, especially in government agencies, is a very crucial and complex process. Interactive budgeting in the public sector serves as an instrument of government fiscal policy to influence the state of the economy through spending and taxation policies. More than just a financial planning tool, the public budget reflects the government's priorities in serving the needs of the community and achieving national development goals.(Mardiasmo, 2018)

Law Number 17 of 2003 concerning State Finance has brought about fundamental changes in the budgeting approach in Indonesia. These changes are driven by various factors, including political dynamics, decentralization, and increasingly complex development challenges. The budgeting system is required to be more responsive, able to facilitate improved performance in terms of development impact, service quality, and efficiency of resource utilization (Puspita et al., 2021).

Interactive budgeting in the public sector has three main objectives, namely maintaining macro fiscal stability, allocating resources according to priorities, and ensuring effective and efficient budget utilization. To achieve these objectives, the government has implemented several important initiatives, such as medium-term perspective budgeting, integrated budgeting, and performance-based budgeting (Mardiasmo, 2018). In a broader context, the current interactive planning and budgeting process is required to be more sensitive and observant in responding to increasingly complex and uncertain strategic environmental changes. Flexibility and understanding of priorities are key in managing the limited resources owned by the government (Puspita et al., 2021).

The use of interactive budgets is a very important thing to discuss in organizational planning to support individual creativity in an institution. Without budget support, organizational goals cannot be achieved.(Saputri et al., 2023).

Furthermore, the interactive budgeting process in government agencies becomes very relevant and important. Analysis of interactive budgeting practices, identification of challenges and opportunities for improvement, and evaluation of the effectiveness of the existing system can provide significant contributions to efforts to improve the quality of state financial management, achievement of national development goals, and creativity and performance improvement in a government agency (Mardiasmo, 2018).

As we know the interactive budget use process influencing individual creativity in the public sector, role clarity also plays an important role in determining individual creativity, because role clarity involves a clear understanding of the responsibilities and tasks that individuals must carry out in their work (Frogli et al., 2019). This is important to create a productive work environment and to reduce uncertainty that may interfere with performance and creativity (Kundu et al., 2020). Understanding role clarity improves accuracy and efficiency in performing work, as well as coordination and motivation (Ahmed et al., 2022).

Sitepu et al. (2020) argues that role clarity positively mediates interactive budget use towards individual creativity, role clarity is obtained when individuals obtain information availability and have a high understanding of their work role in an organization. The level of employee understanding of their role affects the ability to generate new and useful ideas in an organization (Kundu et al., 2020).

Dal Magro et al (2023) stating that psychological empowerment positively mediates the use of interactive budgets on individual creativity in an organization, this study argues that the use of interactive budgets will create an environment characterized by self-management and creative freedom within specified limits, which encourages psychological empowerment. Masruri et al (2021) supports the above argument by stating that control levers are important for organizations to direct and train managers and employees simultaneously. The use of budgets in a diagnostic and interactive manner is a way to provide role clarity and understanding of the work environment. Thus, a psychological empowerment system in management that uses the same levers can facilitate individual creativity while limiting role clarity and employee behavior.

By viewing budget as a static tool to achieve individual performance and creativity as suggested by previous studies, this study examines how budget as a dynamic instrument can affect employee individual creativity performance. Furthermore, this study contributes to the accounting literature in developing countries such as Indonesia, which is experiencing a major problem of low individual creativity. For this reason, this study was conducted to determine the extent of the impact of the use of interactive budgets on individual creativity, as well as to add clarity of roles and psychological empowerment as mediation. This is different from previous studies that only examined the impact of the use of interactive budgets on individual creativity and were mediated by role clarity, and other studies that examined the impact of the use of interactive budgets on individual creativity mediated by psychological empowerment (Dal Magro., 2022). By adding psychological empowerment as a mediating variable, this study is expected to be different from previous studies and can provide understanding and impact for the West Sumatra Provincial Election Supervisor institution to further increase individual creativity through the use of targeted interactive budgets.

This research is important to study as a consideration for organizations to produce more creative employees in carrying out all their main tasks and functions by using interactive budgets by understanding psychological empowerment and the clarity of their respective roles in their work.

## **Literature Review**

Individual creativity is defined as a product, namely a new idea that can be applied to solve a problem or a response that can produce a new idea that can be applied to solve a new and useful problem (Pradana, 2024). It is said that individual creativity is determined by personality factors, cognitive style and abilities, relevant expertise, motivation, and social and contextual influences (Rubenstein et al., 2018).

In management literature, several studies have shown that management control systems as contextual factors can facilitate in fostering creativity (Nani et al., 2021). Beaty et al (2018) highlights the need for further research at the individual level, particularly on how

control systems impact individual creativity which will develop hypotheses regarding the interactive use of budgets and individual creativity and the mediating role of role clarity in the relationship. Interactive budgeting is an important planning tool for organizations, which includes estimating costs and revenues, as well as setting resource allocations to achieve strategic goals (Nguyen, 2024). Meanwhile, according to The Last Supper (2019) an interactive budget is a formal statement of a financial plan that includes all planned activities for a specific period, which is used to control expenditure and ensure financial sustainability.

Role clarity is the degree to which an individual understands the responsibilities and expectations associated with their position within the organization. This includes knowledge of what is expected of the individual and how they contribute to organizational goals (Garcia et al., 2019). Role clarity refers to how clearly and specifically an individual understands the duties and responsibilities inherent in his or her role in the workplace. Role clarity is important for reducing ambiguity, improving performance, and facilitating effective teamwork (Kundu et al., 2020). Meanwhile, Wooldridge et al. (2019) explaining role clarity indicates a condition where individuals have a clear understanding of their role in the context of a group or team that includes knowledge of the team's goals, how it works and how individual contributions can affect team outcomes.

Role clarity also refers to the extent to which individuals understand the duties, responsibilities, and expectations associated with their position within the organization. This is critical in creating an effective and productive work environment (Jiang et al., 2021). Whereas Sitepu et al., (2020) states that role clarity is where individuals feel confident about what is expected of them in their jobs, this level of role clarity can influence job satisfaction, commitment, and overall performance.

Psychological empowerment is the process by which individuals gain control over their work, have a clear understanding of the purpose of the work, feel capable of completing tasks, and feel they have an impact on the outcome of their work. This empowerment includes aspects such as meaning, competence, autonomy, and impact in the organizational context (Muliyah et al., 2020). Alabbasi et al., (2022) psychological empowerment is defined as a cognitive process that increases an individual's self-confidence in carrying out their role. It involves strengthening the sense of autonomy, increasing involvement, and enabling individuals to take initiative in their work.

While inside Yang et al., (2019) states that psychological empowerment is a condition in which individuals feel that they have control over their work, are able to contribute effectively, and have meaning in what they do. This helps to increase individual motivation and performance in the work context. In the Reiter et al. (2019), psychological empowerment is a psychological experience that occurs when individuals feel that they have influence and control in their work. It includes dimensions such as self-confidence, meaning, and autonomy that contribute to job satisfaction and performance.

#### *The Influence of Interactive Budget Use on Individual Creativity*

In a dynamic organizational environment, individual creativity becomes an important element to encourage innovation and creativity that is sustainable in the organization. This creativity can be influenced by various factors, one of which is the management control

system such as the use of interactive budgets. The budget not only functions as a control and planning tool, but also as a communication and coordination instrument that can facilitate interaction between managers and employees, thereby increasing innovation and creativity (Mardiati et al., 2023)

The interactive use of budgets where top managers are actively involved in the decision-making process with subordinates has been shown to increase communication and ongoing learning (Saputri et al., 2023). This approach allows for the creation of an environment that supports individual freedom in conveying new ideas without rigid limitations, thus motivating employees to be more creative (Sitepu et al., 2020). Previous research also shows that interactive budgets can positively create a work atmosphere that is conducive to the birth of individual innovation and creativity (Saputri et al., 2023).

Based on the description above, the first hypothesis in this study can be stated as follows:

H1. The use of interactive budgets has a positive effect on individual creativity.

#### *The Influence of Interactive Budget Use on Psychological Empowerment*

Interactive budgets serve not only as a control and planning tool, but also as a means of communication that enables open dialogue between managers and employees (Appuhami et al., 2024). The interactive use of budgets creates an environment in which employees can participate in the decision-making process, which essentially enhances the role and competence of employees (Marginson, 2024). Based on Self-Determination Theory Anjeliasi et al. (2024), providing autonomy and support in work will increase employee intrinsic motivation, which is the core of psychological empowerment.

Previous research has shown that the use of facilitative interactive budgets can increase individuals' sense of competence and control over their tasks. (Silva et al., 2020). In addition, this study also found that participation in interactive budgeting can positively strengthen psychological empowerment by providing access to relevant information and the opportunity to contribute to decision making (Silva et al., 2020).

Based on the description above, the following hypothesis can be put forward in this study:

H2. The use of interactive budgets has a positive effect on psychological empowerment.

#### *The Impact of Interactive Budget Use on Role Clarity*

The interactive use of budgets where there is continuous dialogue and communication between managers and their subordinates can increase employee understanding of their role in achieving organizational goals (Zeng et al., 2023). By actively involving in the budgeting process, employees gain clearer information about their responsibilities, thereby increasing role clarity (Zhang & Kim, 2023).

Interactive budgeting can positively improve role clarity by providing adequate and relevant information to employees (Sitepu et al., 2020). In addition, participation in the budgeting process is also associated with increased individual understanding of the organization's goals and objectives, which ultimately strengthens the clarity of their roles (Marginson, 2024).

Based on the description above, the following hypothesis can be put forward in this study:

H3. The use of interactive budgets has a positive effect on role clarity.

*The Influence of Psychological Empowerment on Individual Creativity*

Psychological empowerment has a positive effect on individual creativity by providing space for employees to actively participate in the decision-making process (Silva et al., 2020). Psychological empowerment in employees ultimately encourages individual creativity through increased sense of autonomy and competence. Therefore, psychological empowerment is considered an important mediator in the relationship between budget use and individual creativity (Zeng et al., 2023).

Based on the description above, the following hypothesis can be put forward in this study:

H4. Psychological empowerment has a positive effect on Individual Creativity.

*The Influence of Role Clarity on Individual Creativity*

Individual creativity is driven by empowerment and role clarity regarding ownership and control over one's work (Dal Magro et al., 2023). Sawyer (2023) claims that creativity results from the belief that individuals have the freedom to generate new ideas with the belief that these ideas will be valued by the organization.

Empirical research provides support for this argument, with many studies finding that employees are more creative when they feel they have a choice about how best to perform the tasks assigned to them, with research finding that role clarity has a positive effect on individual creativity (Sitepu et al., 2020).

Based on the description above, the following hypothesis can be put forward in this study:

H5. Role clarity has a positive effect on individual creativity.

*The Influence of Role Clarity on Psychological Empowerment*

Role clarity will also create a feeling of being able to make decisions and take action to carry out the task, so that an individual will be free to determine themselves in their work area (Sartika, 2017). Low role clarity is associated with individuals who feel less empowered will reduce the perception of influence (impact) in their work environment (Sartika, 2017). In contrast, individuals who understand their work roles tend to take actions and decisions that can affect the final outcome in their work environment (Sawyer, 1992).

Previous research also shows that high levels of role ambiguity or unclearness are associated with low levels of psychological empowerment (Linden et al, 2000).

Based on the description above, the following hypothesis can be put forward in this study:

H6. Role clarity has a positive effect on psychological empowerment.

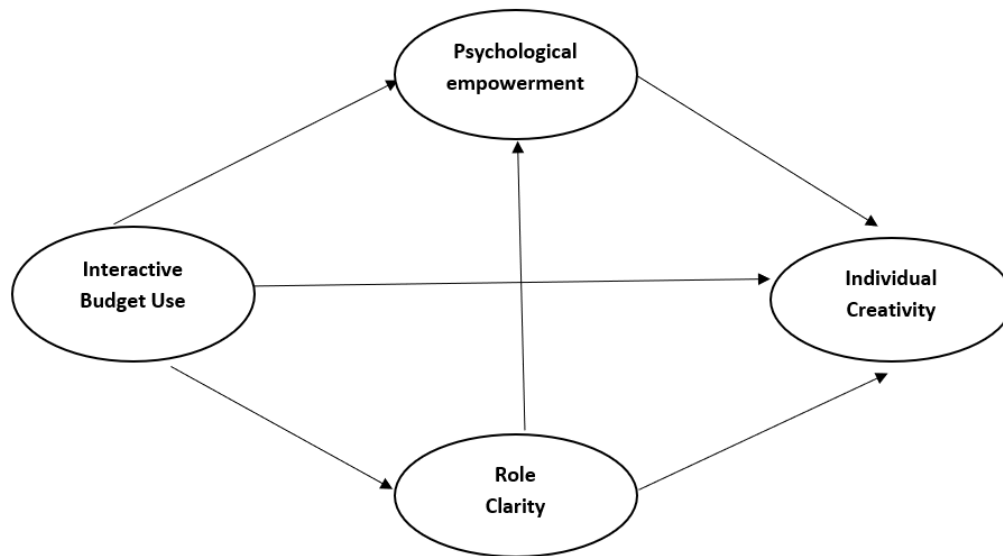


Figure 1. Theoretical Framework

This research is in the public sector, namely the Election Supervisory Body throughout West Sumatera with a total of 343 respondents who are all employees at West Sumatera Provincial Election Supervisor. This study uses a data collection method using a google form using a probability sampling technique, namely sampling by census sampling where each element of the population has the same probability of being selected as a sample.

Individual creativity is defined as new, original and adaptive ideas that can be applied to solve a problem, or create something that has not existed before (Runco, 2022); Interactive budgeting is a budgeting system that involves continuous dialogue, communication and learning between top managers and their subordinates. This system is non-invasive and facilitative, where individuals have the freedom to express their opinions, thoughts and information so that each individual is motivated to produce new ideas (Aresti, 2024); Role clarity is defined as the extent to which individuals feel they have clear guidance about the roles and behaviors expected in relation to their jobs (Gopalakrishnan, 2024); and Psychological empowerment as an individual's intrinsic motivation towards his/her work environment, which is manifested in cognition of meaning, competence, self-determination, and has an impact on himself/herself (Silva et al., 2020).

The object of this study is the Election Supervisory Body throughout West Sumatera. The population in this study were all employees at the Election Supervisory Body throughout West Sumatera. In this study, the number of samples that can be used is 343 respondents using the census method. The data analysis method uses a Likert scale of 1 to 5.

## Results and Discussion

Based on the research results, it can be seen that the majority of respondents are male, namely 120 people (53.8%), while the rest are female, namely 103 people (46.2%). From the data on the distribution of respondents by age, the age range of respondents is most in the age of >45 years, namely 50 people (22.4%), and the age range of respondents is least in the age of 20-25 years, namely 11 people (4.9%). The third respondent profile is distinguished by the length of service of respondents where the most years of service of employees are in

the range of 6-10 years, namely 57 people (25.6%), and the least <5 years and >60 years are 36 people (16.1%).

The fourth respondent profile is distinguished based on the employee's job class at the West Sumatra Provincial Election Supervisor with the criteria of the most Non government employees namely 62 people (27.8%), and the criteria of the least echelon 2 officials, namely 1 person (4%). The last respondent profile is distinguished based on the level of education, namely respondents where most respondents have the most education level, namely Strata 1, namely 133 people (59.6%), and the least high school education, namely 15 people (6.7%).

#### *Measurement Model Assessment*

Measurement Model Assessment (MMA) helps determine the relationship between statement items and variables with convergent and discriminant validity (Hair et al., 2021).

Table 2

*Results Cronbach's Alpha, Composite Reliability, and AVE*

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Extracted (AVE)</b>	<b>Variance</b>
<b>Role Clarity</b>	<b>0.934</b>	<b>0.951</b>	<b>0.946</b>	<b>0.643</b>	
<b>Individual Creativity</b>	<b>0.919</b>	<b>0.927</b>	<b>0.934</b>	<b>0.637</b>	
<b>Psychological Empowerment</b>	<b>0.912</b>	<b>0.921</b>	<b>0.933</b>	<b>0.737</b>	
<b>Interactive Budget Usage</b>	<b>0.926</b>	<b>0.937</b>	<b>0.942</b>	<b>0.701</b>	

Based on Table 2, it can be seen that all variables have Cronbach's alpha > 0.7, composite reliability > 0.7 and AVE > 0.5 or have met the specified requirements (Hair et al., 2021).

Table 3

*Fornell-Lacker Criterion Results*

	<b>Role Clarity</b>	<b>Individual Creativity</b>	<b>Psychological Empowerment</b>	<b>Interactive Budget Usage</b>
<b>Role Clarity</b>	0.824			
<b>Individual Creativity</b>	0.752	0.853		
<b>Psychological Empowerment</b>	0.283	0.187	0.856	
<b>Interactive Budget Usage</b>	0.766	0.814	0.258	0.827

Based on table 3 it can be seen that the correlation of the role clarity variable with the variable itself (role clarity) is 0.824. The correlation value is greater than the correlation between role clarity and individual creativity 0.752. The correlation value is greater than the correlation between role clarity and psychological empowerment, which is 0.283, greater than the correlation between role clarity and the use of interactive budgets 0.766. Likewise, the correlation of the individual creativity variable with the variable itself (individual creativity) is 0.853. The correlation value is greater than the correlation between individual creativity and psychological empowerment 0.187. The correlation value is greater than the correlation between individual creativity and the use of interactive budgets 0.814. Then the correlation of the psychological empowerment variable with the variable itself (psychological empowerment) is 0.856. The correlation value is greater than the correlation between psychological empowerment and the interactive budget use variable 0.258. While the

correlation value between the interactive budget use variable and the variable itself (interactive budget use) is 0.827. The correlation values that are bold diagonally are generally larger than the other values (vertically and horizontally). Thus, it can be shown that the results of the Fornell-Larcker criterion analysis have so far exceeded the established rules of thumb (Hair et al., 2021).

Table 4

*Cross Loadings Method Results*

	<b>Role Clarity</b>	<b>Individual Creativity</b>	<b>Psychological Empowerment</b>	<b>Interactive Budget Usage</b>
<b>KI 6</b>	0.673	0.737	0.273	0.684
<b>KI 7</b>	0.661	0.800	0.286	0.646
<b>KI 8</b>	0.633	0.779	0.145	0.602
<b>KI1</b>	0.715	0.797	0.184	0.704
<b>KI2</b>	0.858	0.850	0.124	0.864
<b>KI3</b>	0.655	0.793	0.297	0.642
<b>KI4</b>	0.627	0.777	0.133	0.597
<b>KI5</b>	0.897	0.847	0.183	0.899
<b>KP1</b>	0.819	0.728	0.139	0.767
<b>KP10</b>	0.910	0.861	0.160	0.919
<b>KP2</b>	0.485	0.428	0.106	0.425
<b>KP3</b>	0.826	0.718	0.155	0.794
<b>KP4</b>	0.825	0.719	0.266	0.736
<b>KP5</b>	0.585	0.479	0.127	0.519
<b>KP6</b>	0.935	0.857	0.127	0.906
<b>KP7</b>	0.932	0.848	0.124	0.905
<b>KP8</b>	0.765	0.760	0.268	0.755
<b>KP9</b>	0.815	0.745	0.131	0.819
<b>PAI1</b>	0.752	0.696	0.198	0.770
<b>PAI2</b>	0.837	0.798	0.158	0.865
<b>PAI3</b>	0.542	0.544	0.306	0.619
<b>PAI4</b>	0.913	0.830	0.105	0.933
<b>PAI5</b>	0.758	0.725	0.120	0.832
<b>PAI6</b>	0.909	0.832	0.113	0.931
<b>PAI7</b>	0.859	0.793	0.171	0.869
<b>PP1</b>	0.145	0.186	0.879	0.138
<b>PP2</b>	0.174	0.219	0.844	0.163
<b>PP3</b>	0.138	0.183	0.890	0.122
<b>PP4</b>	0.158	0.201	0.865	0.152
<b>PP5</b>	0.215	0.260	0.812	0.213

The results of discriminant validity with the cross loadings method are as shown in table 4. Based on the table, it can be seen that statement items KP1 to KP10 have the largest loading values and are grouped in the role clarity column. This can be interpreted that statement items KP1 to K10 are believed to measure individual creativity variables. Furthermore, statement items PP1 to PP5 have the largest loading values and are grouped in the

psychological empowerment column. Thus, it can be interpreted that statement items PP1 to PP5 are believed to measure psychological empowerment variables.

Table 5

*Results of R square ( $R^2$ ) Analysis*

	R Square	Information
<b>Role Clarity</b>	0.923	Strong
<b>Individual Creativity</b>	0.836	Strong
<b>Psychological Empowerment</b>	0.031	Weak

Based on table 5, it can be seen that the role clarity variable has an R square ( $R^2$ ) of 0.923, which means that the magnitude of the influence of the use of interactive budgets on role clarity is 92.3% and is included in the strong category (Hair et al., 2021). Furthermore, the individual creativity variable has an  $R^2$  of 0.836 and can be interpreted that the magnitude of the influence of the use of interactive budgets on individual creativity is 83.6% and is classified as a strong category. And the psychological empowerment variable has an R square ( $R^2$ ) of 0.031 which can be interpreted that the magnitude of the influence of the use of interactive budgets on psychological empowerment is 3.1% and is classified as a weak category (Hair et al., 2021).

*Structural Model Assessment*

Structural Model Assessment (SMA) is used to understand the influence of one or more variables on other variables. The results of SMA using the bootstrapping method are as follows:

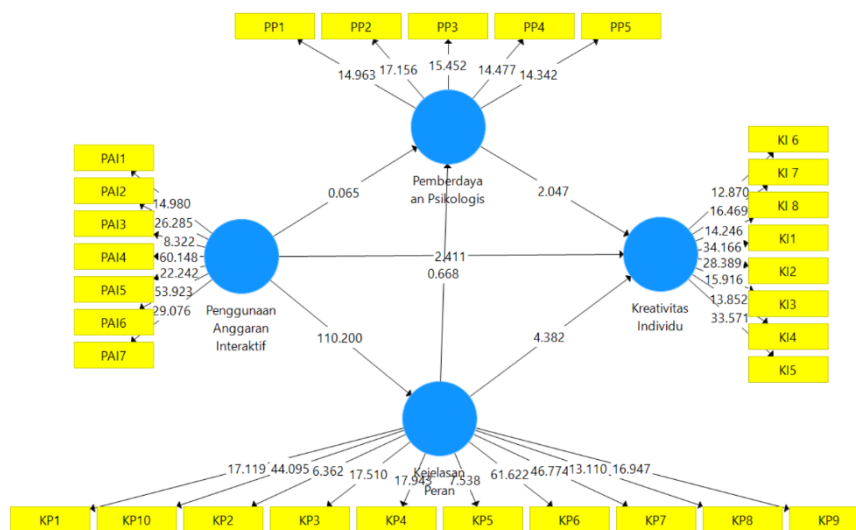


Figure 2: Structural Model Assessment

Table 6

*Structural Model Assessment Results*

	Original Sample (O)	T Statistics	P Values	Information
<b>Interactive Budget Use -&gt; Individual Creativity</b>	0.323	2.411	<b>0.016</b>	<b>H1- accepted</b>
<b>Interactive Budget Use -&gt; Psychological Empowerment</b>	-0.023	0.065	<b>0.949</b>	<b>H2- rejected</b>
<b>Interactive Budget Use -&gt; Role Clarity</b>	0.961	110,200	<b>0.000</b>	<b>H3- accepted</b>
<b>Psychological Empowerment -&gt; Individual Creativity</b>	0.073	2,047	<b>0.041</b>	<b>H4- accepted</b>
<b>Role Clarity -&gt; Individual Creativity</b>	0.584	4.382	<b>0.000</b>	<b>H5- accepted</b>
<b>Role Clarity -&gt; Psychological Empowerment</b>	0.221	0.668	<b>0.505</b>	<b>H6- rejected</b>

Table 6 explains the effect of using an interactive budget on individual creativity with an original sample of 0.323 with a positive sign, t statistics 2.411 which is  $> 1.96$  and P values 0.016 which is  $< 0.05$  so it can be concluded that the use of an interactive budget has a positive effect on individual creativity so that (H1 is accepted). The use of interactive budgets has a positive effect on individual creativity because adequate interactive budget support influences the individual creativity of an employee in carrying out their activities and performance. Without adequate interactive budget support, it will be difficult to carry out all activities and individual creativity as well as organizational creativity.

The effect of interactive budget usage on psychological empowerment has an original sample of -0.023 with a negative sign, T statistics 0.065 which is  $< 1.96$  and P values 0.949 which is  $> 0.05$  so it can be concluded that interactive budget usage has a negative effect on psychological empowerment so that (H2 is rejected). The findings of this study mean that employee involvement in the use of interactive budgets in decision-making does not have much influence on employee intrinsic motivation, because employees feel that decision-making on the use of interactive budgets does not have an impact on their respective psychological empowerment, because the preparation of the use of interactive budgets is only carried out at the leadership level in the agency and does not involve staff-level employees, so that staff-level employees feel that the use of interactive budgets does not affect psychological empowerment.

The effect of the use of interactive budgets on role clarity has an original sample of 0.961 which is positive, T statistics 110.200 which is  $> 1.96$  and P values 0.000 which is  $< 0.05$  so it can be concluded that the use of interactive budgets has a positive effect on role clarity so that (H3 is accepted). The findings of this study mean that the process of employee involvement in the use of interactive budgets makes employees understand the responsibility for the clarity of each individual's role and task. If each individual understands the clarity of their respective roles and involvement in the use of interactive budgets, of course the organizational goals of the West Sumatra Provincial Election Supervisor office can be implemented properly.

The influence of psychological empowerment on individual creativity has an original sample of 0.073 which is positive, T statistics 2.047 which is  $>1.96$  and P values 0.041 which is  $<0.05$  so it can be concluded that psychological empowerment has a positive influence on individual creativity so that (H4 is accepted). The findings of this study mean that Psychological empowerment gives a person control, competence, meaning, and autonomy in their respective jobs. When individuals feel psychologically empowered, they tend to have higher intrinsic motivation to engage in creative and innovative processes.

Thus, psychological empowerment can increase individual confidence and engagement in more creative tasks. The influence of role clarity on individual creativity has an original sample of 0.584 which is positive, T statistics 4.382 which is  $>1.96$  and P values 0.000 which is  $<0.05$  so it can be concluded that role clarity has a positive influence on individual creativity (H5 is accepted). The findings of this study are significant when an employee has high role clarity, they will better understand what is expected of them and how to achieve those goals, thus reducing ambiguity and uncertainty in the work. By knowing the clarity of the role, an individual or an employee can focus on creative tasks without having to worry about role uncertainty and of course will increase individual creativity.

The effect of role clarity on psychological empowerment has an original sample of 0.221 with a positive sign, T statistics 0.668 which is  $<1.96$  and P values 0.505 which is  $>0.05$  so it can be concluded that role clarity does not have a positive effect on psychological empowerment (H6 is rejected). The findings of this study mean that the level of clarity of roles and responsibilities owned by an employee does not really affect their autonomy rights in carrying out their respective duties and main functions, because they think they are not so empowered when given authority over the tasks and authorities given to them, so that the clarity of employee roles does not affect psychological empowerment.

## Conclusion

Several conclusions were obtained and can be summarized as follows; 1) The use of interactive budget has a positive effect on individual creativity in West Sumatra Provincial Election Supervisor employees of West Sumatra Province. 2) The use of interactive budget does not affect psychological empowerment in West Sumatra Provincial Election Supervisor employees of West Sumatra Province. 3) The use of interactive budget has a positive effect on role clarity in West Sumatra Provincial Election Supervisor employees of West Sumatra Province. 4) Psychological empowerment has a positive effect on individual creativity in West Sumatra Provincial Election Supervisor employees. 5) Role clarity has a positive and significant effect on individual creativity in West Sumatra Provincial Election Supervisor employees. 6) Role clarity does not affect psychological empowerment.

As for the suggestions and limitations in this study: 1) This study only uses endogenous, exogenous, and 2 mediating variables. It is recommended for future researchers to add moderating variables for better research results, for example by adding variables such as compensation, motivation, cultural, social background, etc. 2) This study only used 223 respondents. Thus, it is recommended for researchers to find a more effective way of collecting samples in order to collect more data, for example by conducting direct interviews for respondents who did not have time to fill out the questionnaire via google form. 3) This study does not differentiate between respondents' employment status (government

employees and non-government employees), It is recommended for future researchers to separate the employee job classes as respondents, namely contract employees only or government employees only, so that the research results are better than the results of previous studies. 4) The limitation of the research object is only on the employees of West Sumatra Provincial Election Supervisor it is suggested to conduct research objects on other West Sumatra Provincial Election Supervisor in Indonesia that have different cultural, cultural, and social backgrounds. The goal is to try research outside West Sumatra Province which has different cultural and social cultures, whether to get different research results by considering the nature of each individual with different cultures and teamwork in preparing an interactive budget by involving all elements of employees in psychological empowerment and clarity of the role of each employee to measure the level of creativity of each individual. 5) Future research is expected to use other statistical tests such as SEM AMOS, if the number of respondents is large.

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