

EMPOWERMENT OF EMPLOYEES IN CREATIVE ECONOMIC BUSINESS: CASE STUDY OF THE DEVELOPING ECONOMY

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Abstract

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Companies engaged in the creative industry right now are implementing employee empowerment as one step in the organization to participate more effectively and make things work well (Siachou & Gkorezis, 2018). Empowerment teaches how employees make decisions and accept responsibility for the results of what they do. Related to the issue of development and creative economic growth, what are the organization's efforts towards employees in creative industry companies through empowerment employee (McRobbie, 2016)? This study aims to determine employees' perceptions of employee empowerment and the impact of empowerment on creative business. This research is qualitative research with a case study approach. The subject of the research is 18 employees at the company Janur Biru, Surakarta. Data collection was done through interviews, observations, and review of documents. Long-time observation and research take about 6 months. Research data are analyzed by classifying data based on various data available, then connecting with data and information obtained from literature, documents, surveys, interviews, and field observation. Based on the results of research conducted at Janur Biru about employee empowerment, it can be concluded, that overall empowerment for employees is good. The most dominant employee empowerment is accountability. The dimensions of desire are generally good. However, the lack of creative encouragement for employees to think about work strategies is because work strategies are still being made by leaders.

Keywords: Employee Empowerment, Creative Economy, Creative Economic Business, Organizational Culture, Employee Participation, Creative Industries, Entrepreneurship

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1. INTRODUCTION

Human resources (HR) are the most important assets or capital for an organization or company. HR is the most important capital because it has far more value than all the equipment, technology and

systems that are owned by the organization or the company itself. Companies need to manage and maintain the HR within the company to make it as good as possible. It should be understood by the company that half of employees' daily lives is spent in the workplace and workplaces have become

an integral part of employees' total lives (Schlesinger, Selfe, & Munro, 2015). Making the workplace happier is not only an HR role but must be done by HR officers with the same passion, enthusiasm, commitment, and energy so that management must ensure that all employees working in their organization are happy to work towards a good quality that will improve their performance because every day employees come to their workplace (Van den Berg et al., 2020). Because to achieve the success of a company not only technological excellence is needed, but also the role of human resources is the most important component in achieving company success.

Efforts to increase company productivity need to be done to improve employees' performance, one of the efforts is by empowering employees. Because employee empowerment is an effort to encourage and enable individuals to assume personal responsibility for their efforts to improve the way they carry out their work and connect to the achievement of organizational goals. The principle is that employees respond more creatively when given broad responsibilities, are encouraged to contribute, and help to obtain satisfaction from their work. Therefore, often the path taken by companies to improve employee performance, motivation, commitment and employee productivity is through empowering employees (Motamarri, Akter, & Yanamandram, 2020).

In the management literature, empowerment as a research topic is being discussed increasingly. As indicated by Appelbaum, Karasek, Lapointe, and Quelch (2014), many successful organizations have placed empowerment initiatives to be very important because it is believed that employee empowerment can improve performance by prioritizing employee commitment and involvement in the decision-making process. For example, success stories in Japanese companies, where employers have applied paternalistic relationships to workers and worker participation in practice, have greatly stimulated organizational interest in empowerment (Benton & Magnier-Watanabe, 2014). If there is a shift in the balance of power between employers and employees, then understanding the factors that motivate or compel employers to relinquish power should be the focus of attention. The concept of employee empowerment implies that employees are given the power that was originally owned by management. It is interesting to understand how this shift in power relations has changed the way employees work and the nature of work in organizations.

The phenomenon that occurs in human resources today is, why there are employees who are trusted and given higher authority to carry out greater responsibilities but cannot meet the expectations of the management of the company so that they return to their original position. Why do many employees still need to improve both in terms of knowledge and expertise and skills to improve their competencies, but are reluctant to learn new things (Pohler & Luchak, 2014)? On the management side of the company in managing its human resources: Why does empowerment still use

conventional perspectives and approaches if it does not provide significant improvements or changes? Why do not companies empower their human resources with a paradigm, approach or concept that can change employees so that they are more efficient and their competence increases (Brown, 2015; Hoyer, 2016)?

Employees as important assets of organizations need to be invited to participate in thinking about and dealing with strategic problems to the extent of giving responsibility in order to achieve organizational goals (Fong & Snape, 2015). From here it is expected that imagination will emerge, ingenuity, initiative and creativity that are very beneficial for improving the quality of each individual for the progress of the organization. Therefore, the involvement of all levels of the organization from the highest to the lowest level is needed to face increasingly severe conditions (Cropanzano, Dasborough, & Weiss, 2017; Chow, 2018). Having employees who are able to manage themselves well in doing their jobs is the dream of every leader in the organization. Because, usually all leaders want employees who are under it to be able to work on their own initiative without having to be guided continuously, so with a little guidance it is expected that these employees can complete the task to the fullest. Employees' proactive behavior can be measured through increased employees' satisfaction, enhanced engagement and commitment, more satisfied customer and good financial results (Presbitero & Teng-Calleja, 2017).

At present, the development of creative economy is the right choice to maintain economic resilience in conditions of global crisis. Creative economy needs to be developed because creative economics has the potential to have a significant economic contribution, create a positive business climate, build a nation's image and identity, based on renewable resources, create innovation and creativity which is a nation's competitive advantage and has a social impact positive (Schlesinger et al., 2015). To this end, intermediary agencies, understood as the organizations between the government and policymakers on the other hand, and encourage creative and micro-enterprises, however, have been seen as the key to the functioning of the creative economy, working as they do to organize and govern creative production and to keep creative practitioners aligned with high-level cultural and creative-economic policy (Munro, 2017).

Recognizing the important role of the economy, the President of Indonesia issued Presidential Regulation No.28 of 2008 concerning National Industrial Policy which came into force on May 7, 2008. In the Presidential Regulation, the Government established several creative industry sub-sector groups that will continue to develop during 2015-2019, namely performances, fine arts, television and radio, game applications, architecture, interior design, visual communication design, advertising, music, publishing, photography, product design, fashion, animation and video films, crafts and culinary.

Janur Biru is a creative economic business in the field of photography and product design. This

company works with clients to help solve problems and provide solutions. Janur Biru company was established in 2014 in the city of Surakarta. The project carried out by Janur Biru is fairly rapid in its development in the last three years because it has penetrated throughout Indonesia. The project handled by Janur Biru for the field of photography is making high school yearbooks involving all students and teachers. In one year, Janur Biru can get approximately 20 schools. For product design projects that are handled are company label branding starting from posters up to advertisements. Examples of companies that have become clients of branding vendors from Janur Biru include Indriati Hospital, Metro Department Store, Surakarta Branch, AA Skin Care, and others.

With empowerment, it is ensured that the organization will be able to obtain and retain employees who have the qualities, skills, knowledge and abilities and employ employees effectively and efficiently (Schilpzand, Houston, & Cho, 2018).

The research questions of this paper are:

RQ1: What are the employees' perceptions of empowerment problems?

RQ2: How to implement the employee empowerment model in creative economy business in Janur Biru?

The purpose of this study was to determine the implementation of the employee empowerment model in the creative economy business Janur Biru. The findings of this study are expected to enrich knowledge about employee empowerment. In addition, this research can be input on the empowerment of employees who work on Janur Biru, so that later it can improve the performance of employees who can achieve organizational goals, namely increasing profits for the company.

This paper is structured as follows: literature review is presented in Section 2, followed by methodology research in Section 3. In Section 4, the results are presented, followed by discussion in Section 5. At the end, conclusions are presented in Section 6.

2. LITERATURE REVIEW

2.1. The rise of creative economic business

Industry today has become a part of interest of economists, statisticians, cultural experts and public policymakers. The potential and role of the creative industry is acknowledged to be greater in encouraging cultural diversity through the market (UNESCO, 2016). The creative industry is not only an area of interest for trained artists or companies but is the interest of everyone, not only limited to one sector but many sectors and has penetrated into developed countries. The world today is in a stage of transformation towards a creative economy and culture (Hartley, Wen, & Li, 2015). According to Howkins (2001), people who have ideas will be stronger than people who work on production machines, or even the owners of the machines themselves. He defines the creative economy as an economic activity where the output is ideas, or, in one short sentence, the essence of creativity is an idea.

The role of the creative industry is quite significant in the development of the national gross domestic product (GDP) in Indonesia. Especially in 2017, the creative industry was able to contribute around IDR 952 trillion or 7.28% to the total national GDP. The creative economy industry grew by 4.95% in 2017, this figure increased compared to 2016 when it grew only by 4.41%. Based on the increase in the creative economy sector, human resources play a very important role for the sustainability of the creative economy business. Therefore, companies need to pay attention to their workers, one of which is by empowering employees. The role of human resources management is very important here as a bridge between workers and companies.

2.2. Human resources management

Human resources management is the process of obtaining, training, assessing, compensating employees, and managing their work relations, employees' health and safety, as well as matters relating to justice (Dessler, 2015). It includes important aspects in an organization, which includes how to do job analysis, planning workforce needs and recruiting job candidates, selecting job candidates, orienting and training new employees, managing payments and salaries (employee compensation), providing incentives and benefits, assess performance, how to communicate, train and develop employees, and how to build employee commitment (Obedgiu, 2017).

The important role of human resources in the old paradigm is to concentrate on production, financial and marketing functions and not an effective type of management because it is short-term oriented. In the new paradigm, the role of human resources concentrates on the function of human resources, it is an effective type of management because it is long-term oriented (Jabbour & Jabbour, 2016; Bhutto & Auranzeb, 2016). Human resources have shifted the meaning of personnel administration, namely management personnel, through human resource management and now several organizations are using 'people management' (Colakoglu, Erhardt, Pougnet-Rozan, & Martin-Rios, 2019). With the passage of time, the function of human resources initially only had administrative functions (storing personal records, salary processing), then has a transformation function, namely the utilization of human resources for certain purposes within the organization, such as profit maximization, shareholder value and the extent to which the function of human resources is a part of the organization's strategy in achieving organizational goals and is related to the organization's strategic goals and provide important input for achieving competitive advantage (Rees & Smith, 2014).

2.3. Employee empowerment

The origins of employee empowerment begin with a critique of Taylorism and scientific management, which was prevalent in the 1920s and based on X theory. According to Taylorism, a worker's job is broken down into small tasks and the best method for carrying out each task is determined by scientific

work studies. Workers have little discretion and are alienated from their jobs. They work under strict discipline and strict supervision is imposed by management. While this approach is successful at increasing productivity, this type of scientific management results in problems such as the alienation of the workforce leading to high turnover rates, absences, and strikes. Contrary to Taylorism, a new trend represented by the School of Human Relations emerged showing that worker interactions have strong business and moral advantages. It is said that workers will be self-motivated and carry out their work well without strict supervision (López-Cotarelo, 2018). With this new perspective, the focus has begun to shift from a technical aspect to an aspect of human management.

The essence of the concept of empowerment is the development of participatory management theory. Participants are processes carried out by organizations to provide opportunities for employees to participate in making decisions about their work. Empowerment contains a broader understanding of participation, and that understanding continues to develop in line with the development of management theories and organizational behavior (Baird, Su, & Munir, 2018).

According to Benton and Magnier-Watanabe (2014), empowerment means enabling (to be able), giving an opportunity (to allow), and permitting (to permit) which can be interpreted either through one's own initiative or triggered by others. Empowerment of employees means enabling and providing opportunities for employees to perform management functions on a scale that is their responsibility, both individually and in groups. As Wählin-Jacobsen (2019) indicated, many successful organizations have placed great importance on empowerment initiatives because it is believed that they could be conducive to performance improvement by promoting employee commitment to and involvement in the decision-making process. The results achieved in applying the concept of empowerment in various companies is an increase in efficiency and quality in production and service.

Khan (1997) offers an empowerment model that can be developed in an organization. The empowerment model is:

1. *Desire*. The first stage in the empowerment model is the desire of management to delegate and involve work.

2. *Trust*. After the desire of management to empower, the next step is to build trust between management and employees. The existence of mutual trust among members of the organization will create good conditions for information gathering and suggestions for fear.

3. *Confidence*. The next step after mutual trust is to create employee confidence by respecting the capabilities possessed by employees.

4. *Credibility*. The fourth step is to maintain credibility by rewarding and developing a work environment that encourages healthy competition so as to create organizations that have high performance.

5. *Accountability*. Stage in the empowerment process hereinafter is the employees' responsibility to the authority given. By setting consistently and clearly the roles, standards and objectives of

the assessment of employees' performance, this stage is a means of evaluating the employees' performance in completion and responsibility for the authority given.

6. *Communication*. The final step is the existence of open communication to create mutual understanding between employees and the management. This openness can be manifested by the existence of criticism and suggestions for the results and achievements of the workers.

Empowerment of human resources is one of the efforts that must be carried out for the creation of quality human resources, having the ability to utilize, develop and master science and technology and management capabilities (Cucino, Del Sarto, Di Minin, & Piccaluga, 2021).

3. RESEARCH METHODOLOGY

3.1. Types of research

This study uses a qualitative approach where tries to understand phenomena in their natural setting and context (not in the laboratory) where researchers do not attempt to manipulate observed phenomena (Leedy & Ormrod, 2019; Patton, 2001; Saunders, Lewis, & Thornhill, 2007). Qualitative research seeks to explore and understand the different meanings of truth by different people. In a qualitative approach, one type of approach that is often used is the case study approach.

Case studies are research strategies in which researchers carefully investigate a program, event, activity, process, or group of individuals. Cases are limited by time and activity, and researchers gather complete information using various procedures for collecting data based on a predetermined time. According to Yin (2014), a case study research is a research approach that explores a phenomenon in its context by using data from various sources. In the case study approach the main focus is to emphasize the importance of cases at each stage of the research process and answer the problem research that begins with the question word how or why (Creswell, Hanson, Clark Plano, & Morales, 2007). Exploring the phenomena that exist within the company regarding the empowerment of employees in creative business companies, so what is the perspective of employees regarding empowerment carried out in the company.

In case study research, according to Alazzaz and Whyte (2015), besides being able to use qualitative methods, it can also use mixed methods, namely qualitative (through semi-structured interview analysis), and also quantitative (through assessments using SPSS statistical analysis to determine significance and trends in the data set).

3.2. Research participants

Sarwono (2006, p. 205) in the qualitative research of election techniques uses a non-probability technique, which is a sampling technique or informant that is not based on the statistical formulation but rather on the subjective judgment of the researcher based on the range and depth of the problem being examined. One non-probability sampling technique in qualitative research is the purposive sampling technique, starting research

with specific objectives (Sekaran, 2013). The focus is on improving employees' performance towards the organization because this will be useful in many ways. Improving employees' performance will be translated into empowering employees, all of which will definitely benefit the organization. Purposive focus is where the unit of analysis chosen is considered appropriate by the researcher. The unit of analysis in this study is that employees have worked at least 1 year at the company. The number of participants in this study was 18 participants from 4 divisions namely the project manager division, design division, photography division, marketing division and those working in the team on the grounds that in-depth interviews will be conducted with such participants so that they get complete and in-depth information.

3.3. Location of research and sampling

The research location is one of the creative economic ventures named Janur Biru in Surakarta. The business is engaged in photography services and product design and branding. The photography industry is an industry that encourages the use of individual creativity, skills, and talents in producing images of a photographic object using photographic devices, including light recording media, file storage media, and media that displays information to improve welfare and create job opportunities. Meanwhile, the design industry is in dire need of creative human resources in this field. Starting from designing a product, graphic design, interior design, and others really need creativity in their manufacture.

3.4. Data collection

In qualitative research, interviews become a main data collection method. Interviews allow researchers to collect diverse data from participants in various situations and contexts so that most of the data will be obtained through interviews. According to Myres (2009), interviews allow researchers to explore the matter in depth and multidimensionally from the participants. Whereas according to Moleong (2008), interview is a conversation with a specific purpose. The conversation was done by two parties, namely, the interviewer who was asking questions and the interviewees who provide answers to these questions.

Type of interview in qualitative research according to Fontana (2003) and Myers and Newman (2007) can be classified based on the level of formality and structure of interviews including structured interviews, unstructured interviews and semi-structured interviews. In this study, the type of interview used was semi-structured interviews. This type of interview was chosen because of the combination of structured interviews with semi-structured interviews so that they are less rigid and more flexible. The interviewer has prepared a list of interview questions. A list of guide questions usually functions to start the interview. The order of questions and discussion does not have to be the same as the guide, depending on the needs at the interview.

In semi-structured interviews questions were prepared by the researcher is in accordance with

the topic of the problem being discussed, but there will be a deeper search or there will be the development of questions in accordance with the answers or statements obtained from the participants. This is intended to further explore a topic based on the answers given by participants. The interview technique is intended to get in-depth information about employee empowerment in creative business companies.

In interviews with participants, researchers asked questions that related to what participants know about empowerment employees, trust, credibility and clarity of job descriptions. At the time of data collection, researchers also used tools in the process of collecting data consisting of interviews, and review of documents such as cameras, stationery, voice recording devices, and other equipment used to support the process data collection. The researcher took the data by taking notes, recording the voice of the conversation that was conducted between the researcher and the participants. Long-time observation and research takes about 6 months. The questions given to participants are listed in Table 1.

Table 1. Transcript of the question "Employee empowerment"

No.	Question
1.	How many years have you been working?
2.	Then what is working according to the potential?
3.	Employee empowerment in your opinion?
4.	Is the work delegation in accordance with your field?
5.	How does the job/what does the job get?
6.	Have you been given the opportunity to be responsible for making company policies?
7.	What is the company's freedom of decision?
8.	What awards have you received while working?
9.	How is your relationship with the leader?
10.	How are the relationships with other employees?
11.	Have there been conflicts and how to solve the problem?
12.	The positive impact of empowerment?
13.	During work, have you got results for yourself?
14.	How do you deal with the character of other employees?
15.	Have you ever worked in a team, were you unsupportive?
16.	Your expectations for the company and commitment to the company?
17.	How is the development from the beginning until now?
18.	In response to high turnover, what do you think?
19.	How do you feel working in the company?

3.5. Technique analysis

Qualitative data analysis according to Bogdan and Biklen (as cited in Moleong, 2008, p.248), is an effort carried out by working with data, organizing data, categorizing into manageable units, synthesizing them, finding patterns, finding what is important and what is studied, then decide what can be told to others. Based on the above definition it can be concluded that the first step of data analysis is collecting existing data, arranging systematically, then presenting the results of the research to others.

Data analysis begins with conducting in-depth interviews with key informants, namely someone who truly understands and knows the object's research situation. After conducting interviews, data analysis begins with making transcripts of interview

results, by playing back the recording of the interview results, listening carefully, then writing words that are heard according to what is on the tape. After the researcher writes the results of the interview into the transcript, then the researcher must read carefully to then do the data reduction. The data analysis technique used in this study uses steps as proposed by Miles and Huberman (2018), namely as follows:

1. *Data collection.* Data collection is an integral part of data analysis activities. The data collection activities in this study were using interviews and documentation studies.

2. *Data reduction.* Data reduction, interpreted as a selection process, focuses on simplifying and

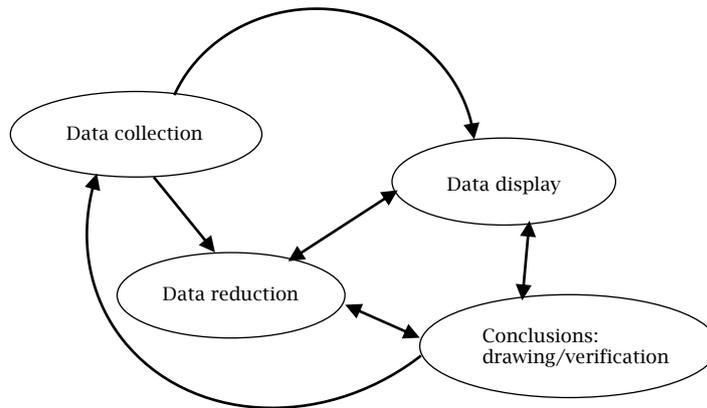
transforming crude data that arise from written records in the field.

3. *Display data.* Display data is the description of a set of structured information that gives the possibility of drawing conclusions and taking action.

4. *Conclusion, verification and affirmation (conclusion drawing and verification).* It is the final activity of data analysis. Draw conclusions in the form of interpretive activities, namely finding the meaning of the data that have been presented.

Interactive model in the data analysis model of Miles and Huberman (2018), is depicted in the following figure:

Figure 1. Interactive model by Miles and Huberman (2018)



4. RESULTS

4.1. General description of Janur Biru

Janur Biru company is a creative economic company founded two years ago and is engaged in photography, product design and custom branding. The total number of employees is 18 people and is divided into 4 divisions, namely project manager division, design division, photography division, marketing division and those working in the team. Creative economic companies in Indonesia have

a different company scale and number of employees. Creative economy companies are at the same level as Janur Biru which has quite a lot of employees under 20 people. An example is a company in Yogyakarta that is engaged in interior design consulting services named Oudenteak and has 14 employees but has already received the first ISO 9001 certification in the field of interior business projects. Table 2 presents brief data on participants of Janur Biru's employees including age, compensation and training received from the company.

Table 2. Brief data about participants

No.	Participant	Age	Division	Compensation
1.	Participant A	29 years old	Project Manager	Salary, incentive
2.	Participant B	24 years old	Marketing	Salary, incentive
3.	Participant C	26 years old	Marketing	Salary, incentive
4.	Participant D	29 years old	Marketing	Salary, incentive
5.	Participant E	30 years old	Marketing	Salary, incentive
6.	Participant F	23 years old	Photographer	Salary, incentive
7.	Participant G	24 years old	Photographer	Salary, incentive
8.	Participant H	26 years old	Photographer	Salary, incentive
9.	Participant I	29 years old	Photographer	Salary, incentive
10.	Participant J	27 years old	Photographer	Salary, incentive
11.	Participant K	23 years old	Photographer	Salary, incentive
12.	Participant L	24 years old	Editor	Salary, incentive
13.	Participant M	24 years old	Editor	Salary, incentive
14.	Participant N	26 years old	Editor	Salary, incentive
15.	Participant O	29 years old	Editor	Salary, incentive
16.	Participant P	27 years old	Editor	Salary, incentive
17.	Participant Q	26 years old	Quality control	Salary, incentive
18.	Participant R	25 years old	Quality control	Salary, incentive

4.2. Data presentation

In this qualitative method of research, researchers obtained secondary and primary data from Janur Biru through various means, namely through observation and interviews, document studies and several photo-taking interviews with resource persons and photos of research locations along with company activities. Some data and information are also obtained from natural conditions (natural settings) where researchers directly see and observe the company's operational activities and conduct interviews with employees or operational activities.

Main data and information were collected through in-depth interviews with various resource persons who are believed to be able to provide data and information for the purpose of this study. The resource persons represent top management to the bottom management. The resource persons that were observed and interviewed as data sources and directly provide data to researchers, are:

- 1) Project manager, job desk project manager coordinates each project to the team, oversees the production process, until the delivery of the company's products to clients.
- 2) Marketing, job desk marketing is searching for new clients and dealing with clients.
- 3) Photographer and videographer, creates photo and video as clients demand.
- 4) Editor, is editing data photo and layout.
- 5) Quality control, is responsible for monitoring project from the beginning until finishing product and makes sure that the product is in compliance with the company's standard. Data analysis techniques are carried out by the process of collecting data results interview, then the data is reduced, and presented or presented in descriptive narrative form, then conclusions are drawn in the form of interpretation activities, namely finding the meaning of the data that has been presented.

4.3. Data analysis

In the process of analyzing data with a qualitative approach, the analysis is carried out on interview data, direct observation data and document study results. Data analysis here is processed by compiling data so that it can be interpreted. Arranging data means classifying it according to topics, questions, categories and parameters and dimensions determined by the researcher. This data analysis is a drafting process, simplifying data to be simpler and easier to read and easily integrated. Through qualitative data analysis, it is expected that it will be able to reveal and provide accurate information so that it greatly helps the process of interpretation of the data and information obtained. In addition, it is expected the meaning of the phenomena occurring description and facts on human resource empowerment.

5. DISCUSSION

Based on the data presented previously, below is the analysis of researchers based on the dimensions and parameters that have been previously set.

1. *Desire*

The purpose of management is to decentralize and participate in work by discovering problems,

expand employee participation, encourage employees to create new perspectives and think about the company's work strategy, describe team expertise and train employees to carry out their work. There is also training to train employees, for example to carry out work, to attain targets that must be achieved in the marketing division. In terms of creating new perspectives and work strategies, there is no incentive for employees to create new perspectives and think about work strategies of the company. This is because all work strategies have been created and determined by the owner of Janur Biru. These results are in accordance with previous research (Leovani, 2016) that the owner's desire to delegate and involve work through problem identification broadens employees' involvement, encourages employees to create new perspectives and think about the company's work strategy, describes team expertise and trains employees in carrying out work.

2. *Trust*

Based on the results of the respondents' answers about empowerment from the trust dimension, there is mutual trust between employees and management. One part of employee empowerment is the delegation of authority from superiors to subordinates within the company. A real example of delegation is by entrusting tasks and work to employees. This is in line with previous research (Leovani, 2016) which states that employee empowerment through trust parameters is that they trust each other among members of the organization. Greasley et al. (2008) reveal that empowerment is designed to delegate authority by superiors to their subordinates and share responsibility with them. Delegation of authority must be based on trust.

Trust must be based on objective considerations regarding skills, abilities, honesty, so as to achieve the expected results. Delegation of authority is intended so that employees feel that they are given trust by superiors, in this case by the manager. Delegation of authority can be in the form of data and information provided by superiors to be forwarded to other employees in a team. Decision-making is a part of the delegation of authority because employees are given freedom to make decisions with all the risks that must be borne. Employees prepare themselves to perform tasks and are trying to do their best to achieve the goals of individuals, teams, and organizations. With the existence of empowerment, communication is created and the atmosphere is a conducive work environment, where it affects employees in their work.

3. *Confidence*

Based on the respondent's response to authorization from the management confidence dimension, enhance employee confidence by respecting employees' abilities. Empowerment means developing the mentality of employees' confidence to "be able to work" positively by the employee himself/herself. This "able to work" confidence grows out of the employees' self-confidence in their ability to work on their jobs. With previous experience, it is enough to make employees understand what must be done for the company. Understanding assignments as things that can be measured through work ethic.

For employees who already have a work ethic in their work, these employees have been able to manage their commitment to the company by themselves.

This finding is in line with previous research (Leovani, 2016) about the results of respondents' answers regarding empowerment from the confidence dimension of management that raises employees' self-esteem by respecting the abilities possessed by employees, but as for delegating tasks, there is no delegation of tasks, while for Janur Biru there has been a delegation of tasks from the owner.

The company needs employees who are responsible, have initiative, have creativity, are able to participate directly for the company, and are able to accept the tasks given so that the company has a competitive advantage through its human resources. The management of the company realizes that it is important for the company to have employees who are able to be responsible for work done, managing work and roles as employees, employees can think freely about what is done, so only when they are given the task to complete the work that the employees respond actively to the work that is managed and completed in accordance with the roles and targets of each individual and team.

4. Credibility

The employee's response to credibility shows that credibility is maintained through appreciation. It creates a working environment that encourages healthy competition, improves performance by treating employees as strategic partners, and sets higher goals in all parts of the work, brings in personal initiative and helps resolve differences in setting goals and priorities. This finding is in line with previous research (Leovani, 2016) about the results of respondents' answers concerning empowerment from the credibility dimension, but there is one difference in terms of setting work goals and priorities. In the previous research, the matter of setting goals and prioritizing work was not delegated to employees because there was already a standard operating work from the company. In Janur Biru, goal setting and work priorities are delegated to employees with the aim that employees consciously have work goals and priorities.

5. Accountability

The employees' responses as to accountability indicate that there is indeed an employee's responsibility for the delegated authority. At this stage, through consistent and clear assessment of the role, standards, and goals of employee performance evaluation, through training channels, clarifying the scale of tasks or goals, clear tasks or goals, assistance, etc., the completion and responsibility of employee performance conduct assessments. For internal employees, the results of this survey are consistent with the completion of the workload. This finding is in line with previous research (Leovani, 2016) about the results of respondents' relies to empowerment from the accountability dimension.

6. Communication

Employees' responses to communication show that there is open communication to create mutual understanding between employees and management. Management establishes open communication policies through discussion. The effect of

empowerment is as a communication process for exchanging facts, ideas and opinions with other employees. There are several reasons why communication is important in a company, and that is because communication allows employees to participate in the company and increases the motivation to participate in good performance and increase commitment to the organization. This was revealed by Clarke (2005), namely that the positive impact of empowerment shapes communication within the work team and is open to other workers. Effective communication requires the efforts of both parties to arrive at the same meaning. Management must create the climate needed to provide open communication. Communication skills will cause an increase in gaining understanding. Therefore communication basically creates understanding. This finding is in line with previous research (Leovani, 2016) about the results of respondents' responses to empowerment from the communication dimension.

Based on the results of the interview, it can be concluded that the employee empowerment carried out by the Janur Biru company is in accordance with the empowerment theory by Khan (1997). According to this research, empowerment is a continuous interpersonal relationship to build trust between employees and management. And from the results of in-depth interviews, it was found that employees were given great trust by management and were able to carry it out. It's just that it needs to be pushed again for employees to be involved in work strategies so that more creativity emerges.

The results of a case study on Janur Biru's creative business conclude that creativity and technological understanding must be possessed by Janur Biru employees in order to survive in this pandemic era. In the case study results of Almeida (2020), whose research contributed to creative business start-ups in Portugal during the COVID-19 pandemic era, a creative economy can restore an economy that was hit by the pandemic. Meanwhile, Khan (2021) who examined cases in the hotel industry during the pandemic era, stated that hotels that have touch screen reception and payment technology can survive the pandemic conditions. In the end, a case study conducted by Secundo, Mele, Sansone, and Paolucci (2020) finally examines technology-based entrepreneurship education which is prepared for students as provisions after graduating from college, especially in this pandemic era.

6. CONCLUSION

The purpose of this article is to verify the result of employee empowerment performed by employee practices. Based on the results of research conducted at Janur Biru about employee empowerment, the following conclusions can be made.

Desire: the desire of the owner of Janur Biru was to delegate and involve work through problem identification, expand engagement of employees, encourage employees to create new perspectives and think about the company's work strategy, describe team expertise and train employees in carrying out work. There is no incentive for employees to create new perspectives and think about company's work

strategies. This is because all work strategies have been created and determined by the owner of Janur Biru.

Trust: based on the results of the respondents' answers about empowerment from the trust dimension, there is mutual trust between employees and management. Employee empowerment is used to delegate authority from superiors to subordinates in the company and is a part of employee empowerment, where employers entrust their tasks and jobs to employees.

Confidence: based on the results of the respondents' replies about empowerment from the confidence dimension of management, employee confidence will increase if management can appreciate the abilities of employees.

Credibility: employees' responses to credibility indicate that there is credibility that is maintained by appreciation and it develops a work environment that encourages healthy competition, a high performance by looking at employees as strategic partners, sets increased targets in all parts of the work, introduces individual initiatives and helps resolve differences in setting goals and priorities.

Accountability: the employees' responses to accountability show that indeed there is employee's responsibility for the authority given. By setting consistently and clearly the role, standards and objectives of the assessment of employee's performance, this stage is a means of evaluation of employees' performance in completion and responsibility for the authority given through training channels, the size of the task or the right target, and assistance to employees within completion of workload.

Communication: employees' responses to communication show that there is open communication to create mutual understanding between employees and management. Management establishes open communication policies through discussion and discussion. The impact of empowerment is communication as an exchange process for facts, ideas, opinions with other employees. There are several reasons why communication is important in the company, that is because communication brings employees to be involved in the company and increases motivation to involve good performance and increase commitment to the organization.

The finding of this article is to suggest the best strategies to make employee empowerment better for the company. In creative industries, creativity is really needed so that the strategy formulation for employees is very important to increase self-worth in empowerment practices, rather than just being subject to the interests and identity regulations of the management. Thus, the dynamics of the changes seen did not look at just one aspect, but rather a struggle of the whole aspect. This study also proposes an approach to identification and self-identification as interaction phenomena based on the analysis of the categorization of membership.

Thus, the identification approach by maximizing strengths and minimizing weaknesses in each individual employee can improve our understanding of how work relationships are organized in modern organizations, especially in the creative economy. In particular, this article shows the importance of considering employee empowerment through categorization and prediction when discussing members of an organization, especially with regard to the development of values in employees.

This study has several limitations. First, the sample taken included employees from companies that were relatively new and it only amounted to 18 people. Therefore, although our study offers some important insights in relation to employee empowerment in creative industries, future investigations are expected to use a larger sample and generalize the model. In addition, given that the practices applied in the creative industry are experienced in different ways depending on the employees, future research can also measure the structural empowerment of employees. Third, the interview was limited to the employee empowerment component according to Khan (1997) and did not include compensation and employees training in depth.

Further researchers may be able to find perceptions of employee empowerment and more broadly and to analyze the new literature on empowerment theory. In addition, future researchers may further expand the network of participants and companies in creative business in order to have comparisons. Further researchers can explain empowerment from a manager's perspective, because it is necessary so that there is continuity between employees and managers.

The implication for employees is to know well what kind of empowerment concept is applied by company management. It is suggested to be sensitive to the program, the company environment, the changes that occur with developments in the creative world so that employees are ready to face challenges and competition. For managers, it is not only about providing empowerment programs in the company, but also seeing the positive impact generated by employees. There needs to be deeper supervision with employees because various changes in the organizational environment are continuous so the supervision of both superiors and employees can detect changes, both employees and the organization are ready to face challenges. Therefore, organizations need to start seeing and cooperating with employees as strategic partners for the betterment of the organization. There needs to be further discussion regarding employees' involvement and empowerment so that the boundaries are clearer. Evaluation is needed because with estimation the company can find out how precisely employees carry out their functions and duties. In addition, the results of the employees' evaluation will provide important information for the employee development process.

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