

## CHAPTER V

### CONCLUSIONS AND IMPLICATIONS

#### A. Conclusions

Study This own objective For know The influence of Ethical Leadership on employee creativity with Voice Behavior mediation at PT. Uba Uhud. From the results study this , got it

conclusion :

1. Ethical Leadership is influence positive on Employee Creativity.

Leadership company showing attitude as a individual in position management certain ones will promote norms and ethics in each action as well as connection them in the environment work and Open company on development of creative ideas employee. Can be interpreted that Leader company PT. Uba Uhud International has showing attitude as a individual in position management certain ones will promote norms and ethics in each action as well as connection them in the environment Work. This matter open environment supportive work development creativity employee.

2. Ethical Leadership is influence positive on Voice Behavior.

Ethical leadership is caring more big on sound employees and support behavior voice they . This matter show that ethical leadership promotes following and supporting behavior voice employee . Ethical Leadership helps create

environment safe and coping work stress work . In a safe environment, employees more comfortable for expand feeling them and contribute ideas to team.

3. Voice Behavior has an influence positive on Employee Creativity.

Perilaku suara menunjukkan sikap karyawan yang berani. Untuk menunjukkan tindakan serta ungkapan verbal yang bersifat kebijaksanaan, dimana pegawai bebas bersuara termasuk dengan gagasan, informasi dan saran mengenai setiap situasi dan permasalahan yang dihadapi, serta gagasan pengembangan produk. Hal ini dapat membuka otak karyawan untuk memunculkan ide-ide kreatif karyawan serta saran-saran untuk setiap situasi untuk digunakan dalam penyelesaian suatu permasalahan.

4. Voice Behavior mediates The influence of Ethical Leadership on Employee Creativity.

Ethical leadership has been found to significantly influence employee creativity through various mechanisms, including voice behavior. Voice behavior refers to employees' expressions of their opinions, suggestions, and concerns, which can impact the organization's innovation and creativity. Ethical leaders pay more attention to employees' opinions, support their voice, and make employees feel safe to voice their concerns. Voice behavior mediates the positive relationship between ethnic leadership and employee creativity. Ethical leadership boosts employee creativity by providing autonomy and originality value

The influence of ethical leadership on employee creativity is mediated by voice behavior. Ethical leaders promote employees' voice behavior, which in turn, positively impacts employee creativity and innovation. This relationship is supported by this studies. Voice behavior of employees serves as a mechanism reflecting how ethical leadership affects individual creativity. Additionally, research has shown that inclusive leadership and transformational leadership are also associated with promoting employee voice behavior, which can contribute to enhanced creativity and innovation. Therefore, promoting ethical leadership and encouraging employees' help-seeking behavior can foster creativity and innovation within organizations.

Voice Behavior make a play role mediation in connection between leadership ethics and creativity employee. Ethical leader push communication open, listen input employees, and create culture in which employees feel safe for voice ideas and concerns they. When employees pushed for speak up and share creative ideas, This can increase creativity they

## **B. Impication**

With exists results study this , researcher hope can give contribution for development knowledge management specifically in context source Power man . Contributions and implications study This among others:

### 1. Theoretical Implications

Ethical leadership is a leadership style that prioritizes moral values, fairness, and integrity in decision-making and behavior. Ethical leaders respect ethical beliefs and values and the dignity and rights of others. They consider all opinions and people involved in solving problems in a way that is fair to everyone. Ethical leadership is concerned with the virtuousness of individuals and their motives. Ethical leaders foster trust, create a healthy work atmosphere, and improve the reputation of their organizations. They exhibit integrity, transparency, accountability, and a dedication to fairness and social responsibility. Ethical leadership can prevent company scandals, ethical dilemmas, and ethical issues. It can also help organizations gain more partnerships and customers, which can lead to more money at the end of the day. There are different theories and models of ethical leadership, but the basic elements that are fairly consistent among ethical leaders include leading by example, behaving in an ethical manner, and making moral decisions that act in the best interests of all.

The relationship between the variables is that Ethical Leadership has a significant influence on employee creativity. This means that the level of Ethical Leadership greatly affects the performance quality of employees at PT Uba Uhad. Ethical Leadership, which is a proper practice provided by the company, is important for creating a comfortable work environment that fosters increased creativity. In this context, the effort to create a comfortable work environment is important for enhancing employee emotional attachment, which in turn, boosts their motivation at work and facilitates the generation of creative ideas.

Ethical Leadership and Voice Behavior can influencing employee creativity. Ethical Leadership that pays attention need emotional employee can motivating they For develop creative ideas . Whereas employees who feel connected in a way emotional with organization tend more motivated For contribute creative ideas . Therefore that, you can concluded that Ethical Leadership and Voice Behavior have an influence positive on employee creativity.

## 2. Practical Implications

The findings of a study suggest that promoting ethical values and practices within the work environment can help managers of organizations promote employees' creativity and respond to their creative needs. Ethical leaders set high ethical standards for their employees, establish integrity and fairness in the workplace, and promote creative behaviors. Therefore, leaders of organizations should focus on promoting and nurturing ethical leaders, and training their managers and supervisors to work to ethical principles and set a good example of ethical behavior, consistency, and fairness. Ethical leadership involves being a positive role model for others, valuing honesty, integrity, respect, and community, and exploring how every decision will affect the organization and its stakeholders. Ethical leaders inspire their employees and colleagues to follow suit, creating a ripple effect throughout the organization. Ethical leadership is good for business, as it attracts and retains customers, decreases turnover rates, and avoids unethical choices that can trigger fines or reputational consequences.

Based on the results of research that has been carried out, the role of voice behavior as a mediation on the influence of ethical leadership on employee creativity. Ethical leadership can give positive influence to employee creativity through mediation behavior voice. Ethical leaders create an organizational culture in which employees feel safe and encouraged to express their ideas, so increase creativity. This in turn, can be a profitable organization by pushing innovation and solving problems. The organization can use these findings To increase practice leadership and communication To use encourage creativity among its employees.

Voice Behavior makes a sound play role mediation in the connection between leadership ethics and employee creativity. Ethical leaders encourage open communication, listen to employees' input, and create a culture in which employees feel safe to voice their ideas and concerns. When employees are encouraged to speak up and share creative ideas, this can increase their creativity.

In our research, we have discovered the mechanisms by which ethnic leadership influences employee creativity. Our findings reveal that psychological empowerment and willingness to take risks serve as mediating factors, which can help managers understand the psychology of employee creativity and develop effective tools and measures to manage it. Through psychological empowerment and an understanding of risk-taking psychology, managers and supervisors who practice ethnic leadership can assist their employees in developing interest and motivation to engage in creative activities, reducing the feelings of risk experienced by employees when engaging in



creative practices. Our results suggest that managers of organizations can better manage employee creativity by analyzing and understanding the psychological aspects of creativity.

### **C. Limitation**

Limitations Study This have a number of necessary limitations noticed by researchers further , including :

1. Respondent in study This limited only 50 people . With only 50 respondents, the research might not be generalizable to a larger population. The small sample size may limit the validity and reliability of your findings. Consider increasing the sample size or justifying the chosen size based on relevant literature or resource constraints.
2. This study is confined to a single company, PT Uba Uhud International in Cilacap, thus limiting the generalizability of its findings to other businesses. Future research should broaden its scope to encompass a wider range of companies, yielding more general and objective results.
3. The study is limited to the variables of ethical leadership, employee creativity, and voice behavior. This approach can be susceptible to bias and may not accurately reflect reality. To mitigate this limitation, it is suggested to consider incorporating observational or objective measures in the study. By including alternative measurement methods, the study can enhance the robustness and reliability of its findings. To further enhance the research, it is recommended

to expand the scope of the study by incorporating additional variables such as dependent, independent, and mediation factors. This expansion would provide a more comprehensive understanding of the relationships between ethical leadership, employee creativity, and voice behavior, and their interconnectedness within the organizational context.

4. The study relies solely on a questionnaire filled out by respondents, which means that the results are largely dependent on the participation and response of the respondents. To improve the study, it is recommended to plan carefully, communicate effectively, establish clear timing, and conduct a careful analysis. Additionally, the study is limited to the variables of ethical leadership, employee creativity, and voice behavior, and it would be beneficial to expand the scope of the study by including additional dependent, independent, and mediation variables. It is also important to acknowledge the limitations of the study, such as the small sample size of 50 respondents, the specific context of PT Uba Uhud Internasional, and the reliance on self-reported data, which may affect the generalizability and accuracy of the results.