

## CHAPTER V

### CONCLUSIONS AND IMPLICATIONS

#### A. Conclusion

This study aims to determine the effect of authentic leadership on employee creativity mediated by affective commitment. From the results of this study, the following conclusions were obtained:

1. **Authentic leadership has a positive effect on employee creativity.**

This confirms that leaders who exhibit genuine values, self-awareness, and transparency can inspire creativity in their teams. Employees are more likely to feel comfortable taking risks, experimenting, and generating new ideas under such leadership.

2. **Authentic leadership has a positive effect on affective commitment.**

Authentic leaders build strong emotional bonds with their team members by displaying trustworthiness, fairness, and empathy. This leads to affective commitment, where employees feel emotionally connected to the organization and its goals.

3. **Affective commitment has a positive effect on employee creativity.**

When employees are emotionally invested in their work and organization, they are more motivated and enthusiastic to contribute their best. This creates a fertile ground for creativity and innovation.

#### **4. Authentic leadership has a positive effect on creativity mediated by affective commitment.**

This is the key finding. The study proposes that the positive influence of authentic leadership on creativity is partially explained by the increase in affective commitment. In other words, authentic leaders foster creativity not just directly but also by establishing a work environment that encourages emotional attachment and dedication, ultimately leading to more creative employees.

These findings highlight the importance of authentic leadership in promoting a culture of creativity within organizations. By focusing on developing authentic leadership qualities, organizations can create an environment where employees feel empowered, engaged, and inspired to bring their best ideas forward.

#### **B. Implications**

With the results of this study, researchers hope to contribute to the development of management science, especially in the context of human resources. The contributions and implications of this research include:

##### **1. Theoretical implications**

This research strengthens the authentic leadership theory of (Avolio & Gardner, (2005), Walumbwa et al., (2008)). This theory states that authentic leaders are leaders who have strong values and beliefs, and are able to be their true selves. Authentic leaders have high self-awareness, are able to process information objectively, have a

strong moral perspective, and are transparent in their actions. This research shows that authentic leadership can encourage employee creativity. This is also in line with authentic leadership research which states that authentic leaders can create a work environment that supports creativity (Adriansyah, (2020), Ribeiro et al., (2020), Semedo et al., (2016)). Overall, this research makes an important contribution to the development of leadership and motivation theory. This research shows that authentic leadership can be an important factor that can encourage employee creativity.

## **2. Managerial Implications**

Based on the results of research at PT Uba Uhad, it is known that the level of coconut fiber production continues to increase and the work environment is good, but still needs to be considered because the work environment affects employee creativity. Judging from the answers of PT Uba Uhad employees who have the lowest average, increasing employee creativity can be done by creating a comfortable environment to increase employee emotional attachment to motivate employees to come up with creative ideas.

Companies need to pay more attention to authentic leadership styles in order to create a balance between the work environment and their personal environment. By creating a positive work atmosphere, it will be able to reduce the pressure experienced by employees in the work environment. Bosses also need to increase attention to

employees' personal circumstances so that employees have a feeling of worth so that it will increase employee enthusiasm and motivation at work.

### **C. Limitations**

Limitations this study has several limitations that need to be considered by future researchers, including:

1. Distributing the questionnaire via Google Form experienced problems because not all respondents had adequate equipment and did not understand how to fill out the questionnaire. For further research, it is hoped that researchers can provide alternative methods for distributing questionnaires, such as distributing questionnaires directly.
2. This research only relies on measurements based on questionnaires filled out by respondents, so the results are very dependent on the participation and responses of the respondents. It is hoped that future research will be able to carry out good planning, effective communication, set a clear time period, careful analysis, and provide instructions for filling out the questionnaire that are clear and easy to understand.