

## **CHAPTER V**

### **CONCLUSIONS AND IMPLICATIONS**

#### **A. Conclusion**

1. Empowering leadership has been proven to have a positive and significant effect on the psychological empowerment of HMJM members.
2. Psychological empowerment has a positive and significant effect on the job performance of HMJM members
3. Psychological empowerment also has a positive and significant effect on the creativity of HMJM members
4. Psychological empowerment has been proven to significantly mediate the relationship between empowering leadership and job performance among HMJM members
5. Psychological does not mediate the relationship between empowering leadership and creativity among HMJM members

#### **B. Implications**

##### **1. Managerial Implications**

Based on research results showing that empowering leadership has a positive and significant effect on psychological empowerment, and that psychological empowerment has a positive effect on job performance and creativity, there are several managerial implications that can be applied by HMJM administrators and advisors.

- a. Improving empowering leadership practices (Empowering leadership).

The chairperson and core management of HMJM are encouraged to adopt a leadership approach that emphasizes trust, shared authority, and opportunities for members to exercise initiative and make decisions in implementing organizational programs. Practicing empowering leadership can strengthen members' sense of responsibility, enhance the perceived meaning of their roles, and build self-confidence in carrying out organizational tasks. Building and strengthening the psychological empowerment of members.

Managers can foster an organizational climate that promotes active involvement, appreciates innovative ideas, and acknowledges individual contributions. Such an environment can strengthen the four core dimensions of psychological empowerment, including meaning, competence, self-determination, and influence. Improving member performance through psychological empowerment.

Since psychological empowerment has been proven to improve job performance, HMJM administrators are advised to provide training, mentoring, and constructive feedback so that members feel more confident and in control of their work.

- b. Encouraging creativity through an organizational climate that supports innovation

Although psychological empowerment does not mediate the effect of empowering leadership on creativity, empowering leadership remains

important in fostering an environment that is receptive to new ideas. Leaders should create safe spaces where members feel free to experiment, express their perspectives, and participate in innovative activities without concern over making mistakes. Improving organizational effectiveness through collaboration and open communication

Empowering leadership will be more effective if supported by two-way communication and good collaboration among members. Thus, HMJM can improve the overall performance of the organization while developing the potential and creativity of its members.

## 2. Theoretical Implications

The results of this study provide several theoretical implications that strengthen our understanding of the relationship between empowering leadership, psychological empowerment, job performance, and creativity within the framework of Social Exchange Theory (SET).

### a. The role of Psychological Empowerment Mediation

The results show that psychological empowerment acts as a psychological mechanism that bridges the influence of empowering leadership on job performance, but not on creativity. This expands the theory. Previously by emphasizing that the psychological empowerment effect is stronger on performance-related work outcomes (performance) compared to innovative work results (creativity).

### b. Contributions to Modern.

This study contributes to the literature on contemporary leadership by demonstrating that empowering leadership enhances work performance not only through direct effects, but also by supporting the psychological well-

being of members. The findings underscore that leadership effectiveness is shaped not only by leaders' behaviors, but also by the extent to which members experience and internalize the sense of empowerment. Integration between Psychological Factors and Behavior.

By highlighting the positive association between psychological empowerment, job performance, and creativity, this study extends the integration of behavioral theory and psychological motivation theory within the context of student organizations. These results suggest that achievement and innovation are influenced not only by technical skills, but also by the psychological states of individuals who perceive themselves as empowered..

c. Contextualization in Non-Profit Organizations (HMJM).

This study broadens the application of social exchange theory and empowering leadership by situating them within student organizations, which operate differently from traditional business settings. The findings demonstrate that the dynamics of social exchange and psychological empowerment remain applicable in non-profit environments, where members' behavior is primarily driven by intrinsic motivation and a strong sense of social responsibility.