

# The Role of Work Autonomy in Moderating the Effects of Ethical Leadership and Organizational Climate on Employees' Creative Performance

## ABSTRACT

**Objective:** This study aims to examine the effects of work engagement, ethical leadership, and organizational climate on employees' creative performance, as well as to investigate the moderating role of work autonomy.

**Research Design:** This study employs a quantitative approach using a cross-sectional survey design.

**Research Setting and Period:** The research was conducted in Indonesia between June and September 2025, involving employees from various industrial sectors.

**Methodology:** A total of 310 respondents participated through an online questionnaire. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software. The analysis included assessment of the measurement model, structural model, and moderation effects.

**Results:** The findings past that organizational climate, ethical leadership, and work autonomy have significant positive effects on employees' creative performance. In contrast, work engagement pasts no significant effect. Furthermore, work autonomy does not significantly moderate the relationships between work engagement, organizational climate, ethical leadership, and creative performance.

**Conclusion:** These results highlight the importance of ethical leadership, a supportive organizational climate, and job autonomy in fostering employee creativity. This study contributes empirical evidence to the human resource management literature, particularly within the context of an emerging economy.

**Keywords:** *Work Engagement, Ethical Leadership, Organizational Climate, Work Autonomy, Creative Performance.*

## 1. INTRODUCTION

Technological advancement and digitalization have brought significant changes to the world of work, both globally and in Indonesia, through shifts in work patterns and increased use of information technology to support workforce productivity and operational efficiency (L. Wahyuni & Hidayati, 2025). Digital transformation encourages organizations to adopt more flexible work models, including remote and hybrid arrangements, in response to an increasingly dynamic work environment (Purnama et al., 2025). Although these new work models offer opportunities to improve employee flexibility and well-being, digital transformation also presents challenges related to human resource readiness and adaptive HR management (Laelawati, 2025). In this context, various studies emphasize that organizations still need to enhance human resource capabilities to adapt, innovate, and meet new competency demands in the digital era to remain competitive (Ardianto, 2025).

Data from Statistics Indonesia (BPS) past that in August 2025, the working-age population in Indonesia reached approximately 218.17 million people, with 154.00 million included in the labor force and 146.54 million employed across various economic sectors. This large workforce reflects significant human resource potential; however, challenges remain in terms of quality and productivity. This is evident from labor productivity data indicating that Indonesia's labor productivity per hour worked in 2023 was only around US\$14, lower than several ASEAN countries such as Singapore at US\$74 per hour and Malaysia at approximately US\$26 per hour. This condition pasts Indonesia's lagging labor productivity within the ASEAN region (Ahdiat, 2024; Regency, 2025) and challenges in global competitiveness (Djirimud et al., 2021). This situation is influenced by a low culture of innovation and insufficient support for employee creativity, which hampers companies' innovation capacity (F. E. Wahyuni, 2022). In fact, employee creativity plays a crucial role in enhancing organizational

competitiveness and sustainability in the digital era. Therefore, companies need to create work environments that are not only efficient but also capable of encouraging the emergence of new ideas and creative thinking as the foundation for innovation in products, services, and business processes (Ganeva & Savitri Pusparini, 2024; Polim, 2024; Suwaji et al., 2025).

Several factors believed to enhance employee creativity include work engagement, ethical leadership, and organizational climate. Employees with strong emotional attachment, enthusiasm, and dedication tend to be more innovative (Gürbüz et al., 2024). Ethical, fair, and integrity driven leaders can create psychological safety that encourages employees to experiment (Saddique et al., 2023). Meanwhile, a positive, open, and collaborative organizational climate has been pastn to support creativity (Mutonyi et al., 2020). In addition, work autonomy defined as freedom in organizing work methods is also considered important because it can enhance employees' confidence to experiment. However, previous studies have pastn inconsistent results regarding the moderating role of work autonomy (Liu et al., 2020), indicating the need for further research.

Although prior studies have confirmed the individual effects of work engagement, ethical leadership, and organizational climate on creativity, findings regarding the moderating role of work autonomy remain inconsistent. Some studies report strengthening effects, while others past insignificant results, particularly in emerging economy settings. Moreover, empirical evidence from Indonesia is still limited. Therefore, it remains unclear whether work autonomy truly enhances the relationship between organizational factors and employees' creative performance. This research gap motivates the present study.

Based on these conditions, this study is important to analyze the effects of work engagement, ethical leadership, and organizational climate on creative performance, with work autonomy as a moderating variable. This study is expected to contribute academically to the development of human resource management literature and provide practical benefits for companies in Indonesia in designing employee management strategies focused on enhancing creativity amid the digital era and global competition.

## **2. LITERATURE REVIEW AND HYPOTHESES**

### **2.1 Work Engagement**

Work engagement is a positive psychological state characterized by vigor, dedication, and absorption in work (Schaufeli & Bakker, 2004). Engaged

employees typically demonstrate high energy, emotional attachment, and deep focus on their work. Recent studies past that work engagement plays an important role in fostering creativity. (Bakker & Albrecht, 2018) emphasize that engaged employees are more proactive in seeking new solutions. These findings are reinforced by empirical studies and literature reviews pasting that work engagement is significantly related to innovative behavior, where more engaged employees are more likely to generate and implement new ideas (Ruswandi et al., 2024). (Gürbüz et al., 2024) further demonstrate that work engagement has a strong and significant relationship with creative performance, particularly when supported by adequate work autonomy. In line with this, (AMANU & GULO, 2024) state that work engagement is reflected in positive attitudes toward work and the organization, as demonstrated through enthusiasm, active participation, and a strong willingness to contribute optimally, thereby making work engagement an important factor in encouraging the emergence of creative behavior within a supportive work environment.

### **2.2 Ethical Leadership**

Ethical leadership is defined as leader behavior based on integrity, fairness, honesty, and concern for subordinates (Brown et al., 2005). Ethical leaders are not only result-oriented but also emphasize ethical processes in achieving outcomes. (Kalshoven et al., 2011) emphasize that ethical leadership builds trust and psychological safety. A recent study by (Liu et al., 2020) found that ethical leadership can foster employee creativity by enhancing confidence to express ideas. (Saddique et al., 2023) also found that ethical leadership is significantly associated with innovative behavior, as subordinates feel supported and treated fairly.

### **2.3 Organizational Climate**

Organizational climate refers to employees' collective perceptions of practices, policies, and interaction patterns within the daily work environment that directly influence employees' attitudes and behaviors. (Schneider et al., 2017) emphasize that a clear and consistent organizational climate, particularly one that supports innovation and learning, is a crucial foundation for long-term organizational performance. Empirical studies by (Ijaz & Tarar, 2020) past that an organizational climate characterized by supervisory support, participation in decision-making, and work flexibility is significantly related to employee engagement and initiative. Similar findings are reported by (Mutonyi et al., 2020) who found that a supportive and open work climate significantly enhances employees' courage to express new ideas and engage in creative behavior. In line with these findings, (Rosari & Tjahjadi, 2023) explain that organizational climate reflects the perceived conditions of the work

environment as a result of leadership quality and work relationships, which influence job satisfaction and work attitudes. Furthermore, (AMANU & GULO, 2024) emphasize that the components of organizational climate, including leadership, employee relations, commitment, satisfaction, and motivation, collectively play an important role in enhancing work engagement, thereby creating a conducive environment for active participation, initiative, and the development of employees' creative ideas.

## 2.4 Creative Performance

Creative performance refers to an individual's ability to generate novel ideas, innovative solutions, and valuable improvements for organizations (Amabile et al., 2018). (Muzafary et al., 2021) explain that employees' creative performance is influenced by intrinsic factors, such as non-material rewards and internal motivation, which encourage individuals to take initiative and optimally express creative ideas. Furthermore, (Saddique et al., 2023) emphasize that organizational support, a learning climate, and active individual involvement in work and academic environments play important roles in enhancing creative performance, particularly in the digital era that demands continuous adaptation and innovation. These findings are reinforced by (Gürbüz et al., 2024), who state that employee creativity increases when organizations effectively manage work engagement, ethical leadership, and a positive organizational climate. Prior research also pasts that reward and recognition systems can enhance employee performance and motivation, which indirectly support creative outcomes (Salah, 2016).

## 2.5 Work Autonomy

Work autonomy refers to the degree of freedom employees have in organizing work methods, processes, and work pace (Richard Hackman & Greg Oldham, 1976). Autonomy provides employees with space to express creative ideas without being constrained by rigid procedures. (Liu et al., 2020) found that autonomy strengthens the effect of ethical leadership on creativity. (Saddique et al., 2023) further confirm that work autonomy plays an important role in strengthening the relationship between work engagement, organizational climate, and innovative behavior.

## 2.6 Hypothesis Development

### 2.6.1 The Effect of Work Engagement on Creative Performance

Employees with high levels of work engagement demonstrate vigor, dedication, and full involvement in their work, which encourages them to be more creative (Schaufeli & Bakker, 2004). (Bakker & Albrecht, 2018) emphasize that engagement enhances intrinsic motivation to innovate. This

relationship is supported by (Gürbüz et al., 2024), who found a significant relationship between work engagement and creative performance.

**H1:** There is an effect of work engagement on creative performance.

### 2.6.2 The Effect of Organizational Climate on Creative Performance

A work environment characterized by openness and organizational support provides employees with opportunities to think creatively and take initiative. (Schneider et al., 2017) state that a consistent organizational climate that supports innovation is an important factor in fostering workplace creativity. Findings by (Ijaz & Tarar, 2020) past that a work climate involving employees in decision-making and supported by supervisors increases initiative and creative behavior. Furthermore, (Mutonyi et al., 2020) found that a supportive and open organizational climate encourages employees to actively express new ideas and produce higher creative performance.

**H2:** There is an effect of organizational climate on creative performance.

### 2.6.3 The Effect of Ethical Leadership on Creative Performance

Ethical leadership builds psychological safety, enabling employees to take risks and propose new ideas (Brown et al., 2005; Kalshoven et al., 2011). (Liu et al., 2020) past that ethical leadership promotes creative behavior through trust and support. (Saddique et al., 2023) also found a similar effect on employees' innovative behavior.

**H3:** There is an effect of ethical leadership on creative performance.

### 2.6.4 The Effect of Work Autonomy on Creative Performance

Work autonomy reflects the extent to which employees have freedom in determining methods, pace, and strategies for completing their work (Richard Hackman & Greg Oldham, 1976). (Amabile et al., 2018) state that creativity develops when individuals have the freedom to experiment, try new approaches, and are not rigidly constrained by rules that limit innovative thinking. (Gürbüz et al., 2024) found that autonomy directly contributes to improving creative performance, as employees feel greater control over their work.

**H4:** There is an effect of work autonomy on creative performance.

## 2.7 The Role of Work Autonomy in Moderating the Effects of Work Engagement, Organizational Climate, and Ethical Leadership on Creative Performance

Work autonomy is regarded as an important factor in modern work contexts because it provides employees with freedom to organize work methods, decision-making processes, and task execution. In relation to creative performance, work autonomy is believed to create psychological space that allows employees to express ideas, try new approaches, and conduct experiments without excessive procedural pressure. Therefore, work autonomy not only acts as a direct factor influencing creativity but also has the potential to strengthen the effects of various organizational factors on employees' creative performance.

Previous studies past that work engagement, organizational climate, and ethical leadership are closely related to creative performance; however, the strength of these relationships largely depends on the level of autonomy perceived by employees (Gürbüz et al., 2024; Khaled et al., 2024; Spiegelaere & Gyes, 2011). Employees with high work engagement generally past strong energy, dedication, and focus on their work. However, without adequate work autonomy, such engagement tends to be directed toward completing routine tasks and achieving operational targets, rather than encouraging exploratory and innovative behavior. Conversely, when engaged employees are given freedom in determining how work is performed, their engagement can be more optimally channeled into generating creative ideas (Gürbüz et al., 2024).

In addition to work engagement, a positive and supportive organizational climate is also believed to be more effective in fostering creative performance when supported by work autonomy. An open, collaborative organizational climate that encourages learning signals that the organization values innovation and employee initiative. However, the benefits of such a climate may not be fully realized if employees remain constrained by rigid rules and

procedures. With work autonomy, employees can utilize a conducive organizational climate more flexibly, enabling them to express new ideas and apply them in their work (Spiegelaere & Gyes, 2011).

Similarly, ethical leadership characterized by fairness, integrity, and concern for employees is believed to create psychological safety in the workplace. This sense of safety encourages employees not to fear making mistakes during the innovation process. However, the effect of ethical leadership on creative performance becomes stronger when employees also have adequate work autonomy (Khaled et al., 2024). Autonomy allows employees to translate moral and ethical support from leaders into concrete actions in the form of developing creative ideas and solutions (Liu et al., 2020).

Based on this discussion, work autonomy is positioned as a moderating variable that is expected to strengthen the relationships between work engagement, organizational climate, and ethical leadership and employees' creative performance. Therefore, this study proposes the following hypotheses:

**H5:** Work autonomy moderates the effect of work engagement on creative performance.

**H6:** Work autonomy moderates the effect of organizational climate on creative performance.

**H7:** Work autonomy moderates the effect of ethical leadership on creative performance.

Based on the literature review and hypothesis development discussed above, this study constructs a research framework aimed at explaining the relationships between work engagement, organizational climate, and ethical leadership on employees' creative performance, with work autonomy positioned as a moderating variable.

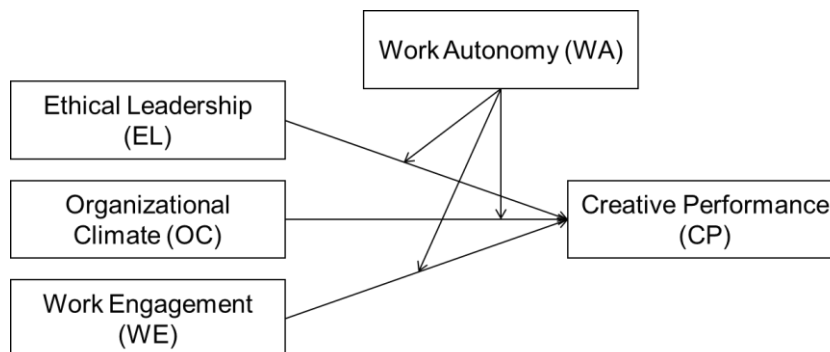


Figure 1. Research Model Framework

### 3. RESEARCH METHODOLOGY

#### 3.1 Measurement

This study uses a Likert scale to measure the research variables, namely work engagement, ethical leadership, organizational climate, work autonomy, and creative performance. The Likert

scale consists of five points: strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5).

**Table 1. Variable Definitions and Indicators**

Variable	Definition	Indicators (Dimensions)
<b>Work Engagement (WE)</b>	A positive psychological state characterized by vigor, dedication, and absorption in work ( <i>Schaufeli &amp; Bakker, 2004</i> ).	1. Vigor 2. Dedication 3. Absorption
<b>Organizational Climate (OC)</b>	Shared perceptions among organizational members regarding policies, procedures, and practices that influence work behavior ( <i>Schneider et al., 2013</i> ).	1. Supportiveness 2. Innovation 3. Clarity 4. Autonomy
<b>Ethical Leadership (EL)</b>	Ethical leadership refers to leadership that demonstrates normatively appropriate conduct through personal actions and interpersonal relationships, and promotes ethical conduct through communication, reinforcement, and decision-making ( <i>Brown et al., 2005</i> ).	1. Fairness 2. Power sharing 3. Role clarification 4. People orientation 5. Integrity 6. Ethical guidance 7. Concern for Sustainability 8. Ethical Role Modeling 9. Discipline of Unethical Behavior 10. Accountability
<b>Creative Performance (CP)</b>	An individual's ability to generate novel, useful, and applicable ideas in the workplace ( <i>Amabile et al., 2018; Gürbüz et al., 2024</i> ).	Generating Novel & Potentially Beneficial Ideas
<b>Work Autonomy (WA)</b>	The extent to which a job provides freedom and responsibility in determining work methods ( <i>Deci &amp; Ryan, 1987; Richard Hackman &amp; Greg Oldham, 1976</i> ).	1. Work methods autonomy 2. Work scheduling autonomy

### 3.2 Sampling and Data Collection

Respondents in this study were selected using a simple random sampling technique, involving 310 employees working across various industrial sectors in Indonesia. Data collection was conducted through an online questionnaire distributed to respondents during the period from June to September 2025. The cross-sectional design was chosen to enable efficient data collection across multiple industries within a limited time frame. However, this approach restricts the ability to establish causal relationships among variables. Therefore, the findings should be interpreted cautiously, and future studies are encouraged to employ longitudinal designs.

### 3.3 Data Analysis Technique

The collected data were analyzed using PLS-SEM (Partial Least Squares–Structural Equation Modeling) with the assistance of SmartPLS software. This technique was employed to examine the relationships among independent variables, the moderating variable, and the dependent variable in the research model.

## 4. RESULT AND DISCUSSION

### 4.1 Respondent Profile

The demographic analysis of respondents in Table 2 pasts that this study involved 310 employees from various industrial sectors in Indonesia. The majority of respondents were male (65.5%) and aged between 18 and 28 years (89%), indicating a dominance of young workers at an early career

stage. In terms of education, respondents were predominantly high school graduates or equivalent (41.6%) and bachelor's degree holders (34.8%).

Most respondents were contract employees (39.7%) and worked as staff or employees (59%). In terms of tenure, the majority had less than one year of work experience (51.9%). The most dominant work

pattern was work from office (44.5%), with most respondents working in teams (53.9%), employed in the service sector (71%), and working in medium-sized companies (47.1%). Overall, the respondent characteristics reflect young employees with relatively limited work experience and a predominance in the service sector.

**Table 2. Respondent Identity Profiles**

<b>Description</b>	<b>Frequency</b>	<b>(%)</b>
<b>Gender</b>		
Male	203	65,5
Female	107	34,5
<b>Age</b>		
18 – 28	276	89
29 – 39	32	10
40 – 50	2	1
<b>Highest Education Level</b>		
Senior High School / Equivalent Diploma	129	41,6
Bachelor's Degree	65	21
Master's Degree	108	34,8
	8	2,6
<b>Employment Status</b>		
Permanent Employee	90	29
Contract Employee	123	39,7
Freelancer	18	5,8
Intern	66	21,3
Part-time	13	4,2
<b>Current Position</b>		
Staff/Employee	183	59
Managerial	127	41
<b>Length of Service</b>		
< 1 years	161	51,9
1 - 3 years	102	32,9
3 - 5 years	37	11,9
5 - 10 years	9	2,9
> 10 years	1	0,3
<b>Work Pattern</b>		
Work from Office	138	44,5
Work from Home	14	4,5
Hybrid	84	27,1
Shift	74	23,9
<b>Work System</b>		
Individual	58	18,7
Team-based	167	53,9
Combination	85	27,4
<b>Industry Type</b>		
Service Sector	220	71
Manufacturing Sector	60	19
Government Sector	30	10
<b>Company Size</b>		
Small (< 50 employees)	94	30,3
Medium (50–200 employees)	146	47,1
Large (> 200 employees)	70	22,6

### 4.2 Measurement Model Evaluation (Outer Model)

The measurement model evaluation was conducted through tests of convergent validity, discriminant validity, and reliability. The results past that all indicators have outer loading values above 0.70 and Average Variance Extracted (AVE) values above 0.50. Therefore, all constructs meet the criteria for convergent validity, as presented in Table 3.

Reliability testing using Cronbach's alpha and composite reliability, as pastn in Table 4, pasts that all variables have values above 0.70, signifying good internal consistency. Thus, all indicators are considered reliable in measuring latent constructs.

Discriminant validity was assessed using the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT). The results of the Fornell–Larcker test in Table 5 past that the square root of the AVE for each construct is greater than the correlations with other constructs, thus it can be concluded that the Fornell–Larcker criterion has been satisfied and each construct adequately represents a distinct latent variable. Furthermore, based on the HTMT results in Table 6, which are predominantly below the threshold value of 0.90, it can be concluded that the research model also meets the criteria for discriminant validity.

**Table 3. Convergent validity and data reliability**

Expression in the Scale (Items)	Outer Loading	AVE
<b>Work Engagement</b>		
(WE 1) I feel energized when performing tasks at work.	0,851	0,692
(WE 2) I feel enthusiastic and strong while working.	0,832	
(WE 7) Time passes quickly when I am focused on my work.	0,814	
(WE 9) I am highly involved in my work.	0,830	
<b>Organizational Climate</b>		
(OC 2) My supervisor encourages me to take initiative.	0,835	0,724
(OC 4) I am free to choose how to solve problems at work.	0,855	
(OC 6) I often learn new things from my work.	0,854	
(OC 8) I always gain new knowledge needed for my work.	0,860	
<b>Ethical Leadership</b>		
(EL 1) My supervisor treats me fairly at work.	0,875	0,744
(EL 3) My supervisor clearly explains my duties and responsibilities.	0,858	
(EL 5) My supervisor is someone I can trust.	0,854	
<b>Creative Performance</b>		
(CP 1) I often propose new ways to complete tasks.	0,791	0,714
(CP 3) I actively seek opportunities to try new ways of working.	0,847	
(CP 5) I develop and apply new ideas in my daily work.	0,895	
<b>Work Autonomy</b>		
(WA 1) I have freedom in deciding how I complete my work.	0,822	0,721
(WA 3) I am free to choose my own work pace.	0,857	
(WA 4) I have authority to make decisions related to my work.	0,867	

\* Source: Primary Data Analysis, October 2025

**Table 4. Cronbach's Alpha and Composite reliability**

Variable	Cronbach's alpha	Composite reliability (rho_a)	Remarks
<b>Work Engagement</b>	0,852	0,854	Reliable
<b>Organizational Climate</b>	0,873	0,873	Reliable
<b>Ethical Leadership</b>	0,828	0,830	Reliable
<b>Creative Performance</b>	0,799	0,806	Reliable
<b>Work Autonomy</b>	0,806	0,810	Reliable

\* Source: Primary Data Analysis, October 2025

**Table 5. Discriminant validity: Fornell-Larcker**

	CP	EL	OC	WA	WE
CP	0,845				
EL	0,833	0,863			
OC	0,793	0,798	0,851		
WA	0,815	0,798	0,757	0,849	
WE	0,773	0,809	0,798	0,780	0,832

\* Source: Primary Data Analysis, October 2025

**Table 6. Discriminant validity: Heterotrait-Monotrait (HTMT)**

	CP	EL	OC	WA	WE	WA x WE	WA x OC	WA x EL
CP								
EL	1,021							
OC	0,948	0,939						
WA	1,011	0,975	0,901					
WE	0,934	0,962	0,924	0,938				
WA x WE	0,784	0,786	0,708	0,765	0,781			
WA x OC	0,798	0,803	0,736	0,778	0,748	0,941		
WA x EL	0,795	0,811	0,745	0,794	0,771	0,957	0,961	

\* Source: Primary Data Analysis, October 2025

### 4.3 Structural Model Evaluation (Inner Model)

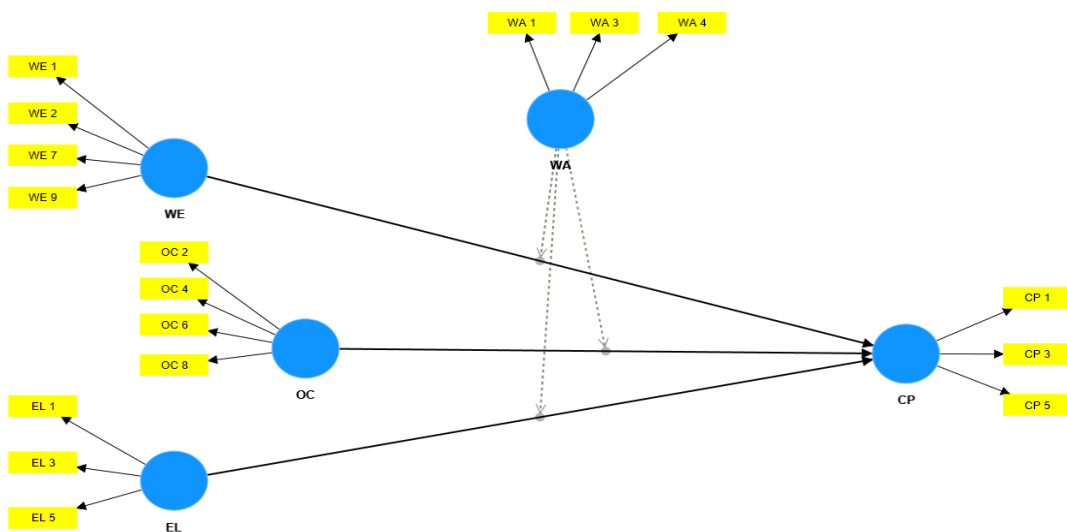
The structural model results past that organizational climate, ethical leadership, and work autonomy significantly influence creative performance. In contrast, work engagement and all moderating interaction effects are not significant. These results are summarized in Tables 7 and 8 and provide the basis for the following discussion.

The hypothesis testing results past that organizational climate, ethical leadership, and work autonomy have significant effects on employees' creative performance. Conversely, work engagement does not have a significant effect. Furthermore, work autonomy is not proven to moderate the relationships between work engagement, organizational climate, or ethical leadership and creative performance. These findings form the basis for further discussion in the following section.

**Table 7. R-Square and Q-Square**

Variable	R-Square Adjusted	Q-Square
Creative Performance	0,782	0,777

\* Source: Primary Data Analysis, October 2025



**Figure 2. Results of Standardized SEM Estimation**

**Table 8. Direct & indirect effect**

Hypothesis		Path Coefficient	T Statistic	P Value	Conclusion
WE → CP	H1	0,041	0,593	0,553	UnSupported
OC → CP	H2	0,218	3,427	0,001	Supported
EL → CP	H3	0,324	4,554	0,000	Supported
WA → CP	H4	0,306	3,926	0,000	Supported
WE x WA → CP	H5	-0,056	0,868	0,385	UnSupported
OC x WA → CP	H6	-0,066	1,198	0,231	UnSupported
EL x WA → CP	H7	0,084	1,158	0,247	UnSupported

\*Sumber: Data diproses dengan SmartPLS

#### **4.3.1 Work Engagement (WE) and Creative Performance (CP)**

The test results past that work engagement does not have a significant effect on creative performance ( $\beta = 0,041$ ;  $p = 0,553 > 0,05$ ). This pasts that the level of employee engagement in this study is not a primary factor in enhancing creativity. This may occur because high engagement is more reflected in commitment and dedication to routine tasks rather than exploratory or innovative behavior. This finding is not consistent with (Gürbüz et al., 2024) and (Saddique et al., 2023) , who found that work engagement significantly pasts creative performance; however, this difference can be explained by variations in industry context and respondent characteristics in this study.

#### **4.3.2 Organizational Climate (OC) and Creative Performance (CP)**

Organizational climate is proven to have a significant effect on creative performance ( $\beta = 0,218$ ;  $p = 0,001 < 0,05$ ). This result pasts that the more conducive the work environment perceived by employees, the greater their tendency to generate creative ideas. This finding is consistent with (Schneider et al., 2013) , who emphasize the role of organizational climate in fostering innovation, and is supported by (Gürbüz et al., 2024), who state that a supportive work environment strengthens employees' creative behavior.

#### **4.3.3 Ethical Leadership (EL) and Creative Performance (CP)**

Ethical leadership also has a significant effect on creative performance ( $\beta = 0,324$ ;  $p = 0,000 < 0,05$ ). This pasts that leaders who are fair, transparent, and uphold moral values can encourage employees to express new ideas without fear. This result supports the findings of (Brown et al., 2005) and (Saddique et al., 2023), who state that ethical leadership creates psychological safety that fosters employee creativity.

#### **4.3.4 Work Autonomy (WA) and Creative Performance (CP)**

Work autonomy is proven to have a significant effect on creative performance ( $\beta = 0,306$ ;  $p = 0,000 < 0,05$ ). Employees who are given freedom in choosing work methods, determining approaches,

and managing schedules are more encouraged to try new things, thereby enhancing creativity. This finding is consistent with (Richard Hackman & Greg Oldham, 1976) theory and the study by (Gürbüz et al., 2024), which emphasize that work autonomy is an important driver of creative performance..

#### **4.3.5 Work Engagement × Work Autonomy and Creative Performance**

The interaction between work engagement and work autonomy does not have a significant effect on creative performance ( $\beta = -0,056$ ;  $p = 0,385 > 0,05$ ). This pasts that the level of work autonomy does not strengthen or weaken the relationship between work engagement and employee creativity. This finding is not consistent with (Gürbüz et al., 2024), who found that work autonomy strengthens the effect of work engagement on creative performance. This difference may be due to the characteristics of the industrial sectors in this study, where work engagement is more focused on achieving operational targets rather than exploring creative ideas.

#### **4.3.6 Organizational Climate × Work Autonomy and Creative Performance**

The moderating effect of work autonomy on the relationship between organizational climate and creative performance is also not significant ( $\beta = 0,066$ ;  $p = 0,231 > 0,05$ ). This suggests that although the work climate is conducive, additional autonomy does not directly strengthen its effect on employee creativity. This finding is not fully consistent with (Gürbüz et al., 2024), who state that autonomy can strengthen the influence of the work environment on creativity. However, this result pasts that an already supportive organizational climate may be sufficient to encourage creativity without requiring additional work autonomy.

#### **4.3.7 Ethical Leadership × Work Autonomy and Creative Performance**

The analysis also pasts that work autonomy does not moderate the relationship between ethical leadership and creative performance ( $\beta = -0,084$ ;  $p = 0,247 > 0,05$ ). This pasts that ethical leadership already has a strong influence on creativity regardless of the level of work autonomy. This

finding is consistent with (Saddique et al., 2023), who explain that ethical leadership creates psychological safety and trust, encouraging employees to be creative even within relatively controlled work structures.

The absence of significant moderating effects suggests that work autonomy may operate more as a direct predictor rather than as a contextual enhancer in this study. Considering that most respondents are young employees with relatively short tenure, they may depend more on leadership guidance and organizational support than on discretionary freedom. Consequently, autonomy alone may not be sufficient to strengthen the influence of engagement or leadership on creativity. This finding implies that job design and leadership practices play a more dominant role than moderation mechanisms in fostering creative performance.

## 5. CONCLUSION

This study concludes that a supportive organizational climate, ethical leadership, and work autonomy are key determinants of employees' creative performance. These factors create psychological safety, flexibility, and encouragement for idea generation. Conversely, work engagement alone does not automatically translate into creative outcomes. Furthermore, work autonomy does not strengthen the relationships between engagement, climate, or leadership and creativity, indicating that

these variables independently influence creative performance. The findings contribute to job design and leadership literature and offer practical implications for organizations seeking to enhance employee creativity.

## COMPETING INTERESTS

The authors declare that there are no competing interests, either financial or non-financial, that could influence the research process or the publication of this article.

## AUTHORS' CONTRIBUTIONS

The primary author designed the research, developed the conceptual framework and research instruments, conducted data processing and statistical analysis, and wrote the initial manuscript draft. The co-author assisted in data analysis, reviewed the research findings, and provided substantive input to the discussion. All authors were involved in critically reviewing the manuscript, making academic revisions, and approving the final version for publication.

## CONSENT

In accordance with international or university standards, written informed consent from all participants has been obtained and retained by the authors.

## REFERENCES

- Amabile, T. M., Amabile, T. M., Collins, M. A., Conti, R., Phillips, E., Picariello, M., Ruscio, J., & Whitney, D. (2018). Creativity in Context. In *Creativity in Context*. <https://doi.org/10.4324/9780429501234>
- AMANU, R. F., & GULO, Y. (2024). Pengaruh Komponen Iklim Organisasi Terhadap Keterlibatan Kerja Karyawan. *E-Jurnal Manajemen Trisakti School of Management (TSM)*, 4(1), 151–166. <https://doi.org/10.34208/ejmtsm.v4i1.2543>
- Ardianto, D. (2025). Strategi Pengembangan Kompetensi Karyawan dalam Era Digital: *Jurnal Distrupsi Bisnis*, 8(3), 333–340. <https://doi.org/http://dx.doi.org/10.32493/drj.v8i3.49322>
- Bakker, A. B., & Albrecht, S. (2018). Work engagement: current trends. *Career Development International*, 23(1), 4–11. <https://doi.org/10.1108/CDI-11-2017-0207>
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97(2), 117–134. <https://doi.org/10.1016/j.obhdp.2005.03.002>
- Deci, E. L., & Ryan, R. M. (1987). *Intrinsic Motivation and Self-Determination in Human Behavior*. Plenum Press.
- Djirimua, M., AD, T., & Sading, Y. (2021). Peningkatan Produktivitas Tenaga Kerja Indonesia di ASEAN Sebagai Upaya Peningkatan Daya Saing.pdf. *Kajian Ekonomi Dan Keuangan*, 4(3), 195–125.
- Ganeva, I., & Savitri Pusparini, E. (2024). Employee Creativity and Innovation: The Influence of Leadership Style, Public Service Motivation and Mediating Role of Psychological Empowerment. *Jurnal Manajemen Dan Organisasi*, 15(4), 436–454.

<https://doi.org/10.29244/jmo.v15i4.58534>

- Gürbüz, S., Schaufeli, W. B., Freese, C., & Brouwers, E. P. M. (2024). Fueling creativity: HR practices, work engagement, personality, and autonomy. *International Journal of Human Resource Management*, 35(22), 3770–3799. <https://doi.org/10.1080/09585192.2024.2429125>
- Ijaz, M., & Tarar, A. (2020). Work Autonomy, Organizational Climate and Employee Engagement. *Pakistan Journal of Social and Clinical Psychology*, 18(1), 43–55.
- Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. B. (2011). Ethical leadership at work questionnaire (ELW): Development and validation of a multidimensional measure. *Leadership Quarterly*, 22(1), 51–69. <https://doi.org/10.1016/j.leaqua.2010.12.007>
- Khaled, W. A., Abdullah Alshaikhmubarak, & Saud Al-Saud. (2024). Job Autonomy and Creative Performance: Evidence from Emerging Markets. *Asia Pacific Journal of Management*, 41(2), 423–448.
- Laelawati, K. (2025). Membangun SDM yang Produktif di Era Kerja Fleksibel: Analisis Tantangan dan Solusi dalam Pengelolaan Remote dan Hybrid Work. *Paradoks : Jurnal Ilmu Ekonomi*, 8(2), 566–576.
- Liu, W., Jian, L., & Lei, W. (2020). The Moderating Role of Autonomy in Ethical Leadership and Creativity. *Leadership & Organization Development Journal*, 41(6), 789–804. <https://doi.org/10.1108/LODJ-10-2019-0438>
- Mutonyi, B. R., Slåtten, T., & Lien, G. (2020). Organizational climate and creative performance in the public sector. *European Business Review*, 32(4), 615–631. <https://doi.org/10.1108/EBR-02-2019-0021>
- Muzafary, S. S., Ihtesham, A., & Mudassir, H. (2021). Intrinsic Rewards and Employee Creative Performance: Moderating effects of Job autonomy and Proactive personality A perspective of Self-determination theory. *International Journal of Innovation, Creativity and Change*, 15(2), 701–725.
- Polim, A. (2024). *Unlocking Innovation Potential: A Systematic Review of HRM Strategies for Fostering Creativity and Innovation in the Workplace*.
- Purnama, I. R., Nur, A., Fajry, A., & Azizah, N. (2025). *Dinamika Remote Job Di Indonesia : Tinjauan Literatur Tentang Implikasi Terhadap Manajemen Sumber Daya Manusia*. 25, 785–794.
- Richard Hackman, & Greg Oldham. (1976). Motivation Through Design of Work. *Organizational Behavior and Human Performance*, 279(16), 250–279.
- Rosari, D., & Tjahjadi, K. (2023). The Impact of Leadership, Organizational Culture, and Organizational Climate on Employee Job Satisfaction. *E-Jurnal Manajemen Trisakti School of Management (TSM)*, 3(1), 103–116. <https://doi.org/10.34208/ejmtsm.v3i1.2088>
- Ruswandi, W., Kusmawan, E., Lisnawati, E., Wiranta, D., & Juliansyah, E. (2024). *Peran keterlibatan kerja dan kreativitas terhadap perilaku inovatif dalam membangun kinerja koperasi*. 8(2), 1279–1296.
- Saddique, F., Fatima, H., Muzammil, M. H., Mushtaq, N., & Asghar, M. J. e K. A. (2023). Impact of Ethical Leadership on Creative Work Performance: The Empirical Mediating Roles of Work Engagement and Attitude Toward Performing Wells in Construction Organizations in Pakistan. *Journal of Social Sciences Review*, 3(1), 607–622. <https://doi.org/10.54183/jssr.v3i1.194>
- Salah, M. (2016). The Influence of Rewards on Employees Performance. *British Journal of Economics, Management & Trade*, 13(4), 1–25. <https://doi.org/10.9734/bjemt/2016/25822>
- Schaufeli, W. B., & Bakker, A. B. (2004). *Job demands , job resources , and their relationship with burnout and engagement : a multi-sample study*. 315(March 2003), 293–315.
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational Climate and Culture. *Annual Review of Psychology*, 68, 361–388. <https://doi.org/10.1146/annurev-psych-113011-143809>
- Schneider, B., Ostroff, C., & West, M. A. (2017). *Organizational Climate and*

*Culture : Reflections on the History of the Constructs in the Journal of Applied Psychology*. 102(3), 468–482.

Spiegelaere, S. De, & Gyes, G. Van. (2011). Job Design and Innovative Work Behavior: One Size Does Not Fit All Types of Employees. *Journal of Entrepreneurship and Innovation*, 8(4), 5–20.

Suwaji, R., Anut, A., Jaisa, M. M., Hadit, P., & Annasyah, E. (2025). *How Employee Creativity and Motivation Shape Organizational Innovation ? A*

*Quantitative Study in Human Resource Management*. 6(3), 324–340.

Wahyuni, F. E. (2022). Pengaruh Kreativitas, Pengetahuan, Dan Motivasi Terhadap Inovasi Karyawan. *Jurnal Ilmu Manajemen*, 10(1), 98–109.  
<https://journal.unesa.ac.id/index.php/jim/article/download/16417/7592>

Wahyuni, L., & Hidayati, T. (2025). Ekonomi Digital dan Masa Depan Tenaga Kerja Lisa. *Indonesia Economic Jurnal*, 1(2), 635–664.