




The Mediating Role of Job Satisfaction in the Relationship between Transformational Leadership and Employee Creativity

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Abstract

This study aims to analyze the effect of transformational leadership on employee creativity and to examine the role of job satisfaction as an intervening variable among employees at a manufacturing company in Indonesia. The study uses a quantitative method with an explanatory design. The sample includes all 40 employees using a census technique. Data were collected through a five-point Likert scale questionnaire that measured respondents' perceptions of transformational leadership, job satisfaction, and employee creativity. Data analysis was performed using regression and path analysis to assess the direct and indirect effects between variables. The results showed that transformational leadership had a negative and significant effect on employee creativity. Meanwhile, transformational leadership did not have a significant effect on job satisfaction. Job satisfaction was found to have a positive and significant effect on employee creativity and acted as an intervening variable that explained the weakening of the direct effect of leadership on creativity when job satisfaction was taken into account. These findings indicate that employee creativity in procedural work environments is more sensitive to satisfying work experiences than to leadership encouragement alone. The implications of this study emphasize the importance of increasing job satisfaction through fair reward policies, role clarity, supportive feedback from superiors, and a work climate that is conducive and safe for the expression of ideas.

INTRODUCTION

The rapid development of industry requires organizations to continuously innovate in order to remain productive and competitive, meaning that stable work routines are no longer sufficient. In this context, employee creativity becomes an important asset because it enables the birth of new ideas that are beneficial, whether in the form of process improvements, solutions to operational obstacles, or innovations that can be implemented (Nurfaisah et al., 2024). Creativity does not always mean major changes, but often appears as consistent small improvements, such as simplifying workflows, reducing errors, improving quality, or accelerating internal services.

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The exchange of information and knowledge in the workplace can facilitate the emergence of innovative ideas, while organizational support makes employees feel valued so that they are more courageous in expressing their ideas (Dhany et al., 2020; Martínez Serna et al., 2016; Putra & Mujiati, 2020). Leadership factors play a crucial role in shaping the psychological climate that encourages or inhibits creativity, because leaders set the direction, set an example, and provide support that makes employees dare to experiment and accept failure as part of the learning process (Aristana et al., 2023).

One leadership style that has been extensively researched is transformational leadership. This leadership style emphasizes positive change in individuals and organizations through strengthening a shared vision, inspiring motivation, and developing employee capacity. Conceptually, transformational leadership is distinguished from transactional leadership, which places greater emphasis on the exchange of rewards based on performance. In the transformational leadership approach, leaders motivate followers to go beyond their own interests toward greater goals. The dimensions that are often used include ideal influence, inspirational motivation, intellectual stimulation, and individual consideration (Avolio & Wisnawa, 2021). These four dimensions have the potential to build more meaningful work energy, broaden perspectives, and spark employees' courage to think creatively (Ardiaz, 2017).

Various findings indicate that transformational leadership can be related to employee creativity. Intellectual stimulation encourages employees to challenge old assumptions and seek new solutions, while individual attention makes employees feel cared for, thereby encouraging them to take more initiative (Jung et al., 2003). Gumusluoglu & Ilsev, (2009) also emphasize that transformational leaders can strengthen a work climate that supports creativity through support, vision, and the quality of the leader's relationship with employees (Gumusluoglu & Ilsev, 2009). Other research shows that when leaders encourage learning, provide space for discussion, and tolerate measured experimentation, creative behavior is more likely to emerge (Dewi, 2019).

However, the influence of transformational leadership on employee creativity does not always occur directly. In some contexts, the effects of leadership may depend on the psychological conditions of employees, their level of work autonomy, and the characteristics of tasks that are more routine or highly structured. In procedural work, daily target pressures and limited decision-making space can prevent inspirational messages from leaders from automatically translating into creative actions. Therefore, it is important to consider other variables that explain the mechanism of this relationship, one of which is job satisfaction. Studies show that job satisfaction, autonomy, and task characteristics can determine how strongly leadership influences creativity (Hidayat & Tjahjono, 2023; Wijayanti & Setiawan, 2023).

Job satisfaction is an employee's assessment and feelings toward their work, which is shaped by individual factors and work environment factors. Spector (1997) explains that job satisfaction is influenced by organizational treatment, job characteristics, coworker support, and compensation, as well as personal factors such as personality and work experience (Spector, 2014). In an organizational context, job satisfaction is often manifested through a sense of appreciation, role clarity, opportunities for growth, and healthy working relationships. Satisfied employees generally have positive affect, more stable motivation, and stronger engagement, making them more likely to contribute extra, including proposing new ideas. Therefore, job satisfaction is worth

testing as an intervening variable that explains how leadership affects creativity at the individual level.

This research is also placed within the framework of the growing halal economy. Studies on the halal value chain and halal supply chain highlight the importance of competitiveness, compliance, and innovation for organizations to survive in the global competitive landscape, including Indonesia's position, which continues to be discussed in recent literature ([Changalima, 2025](#); [Harsanto et al., 2025](#)). A number of studies examine technologies such as blockchain to improve performance and trust in the halal supply chain, while halal supply chain literacy is related to the purchasing intentions of young consumers ([Hanifasari et al., 2024](#); [Hendayani & Fernando, 2023](#)). Sharia governance in institutions and companies is also understood to play a role in guiding compliance, transparency, and accountability, which build trust and sustainable performance ([Faizi & Bin Shuib, 2024](#)). In the realm of organizational behavior, the dimension of Islamic religiosity is associated with a tendency to innovate at the individual and organizational levels, and the Islamic work ethic is considered to support positive work attitudes such as satisfaction and commitment, which are relevant to the psychological pathway to creativity ([Alfawzan et al., 2024](#); [Gheitani et al., 2019](#); [Nasution & Rafiki, 2020](#)). This series of findings reinforces the urgency of testing the psychological mechanisms that link leadership with creative behavior in halal-oriented organizations, as innovation and compliance often need to go hand in hand.

The research context is based on a manufacturing company in Indonesia in the real estate segment that operates under relatively strict standard procedures. Initial observations of 40 employees revealed three important points. First, transformational leadership practices are not yet evenly distributed across all work units. Some supervisors are able to convey their vision and inspire others, but others still predominantly use transactional patterns that focus on short-term targets and routine instructions. Second, employee job satisfaction levels vary and tend to be less than optimal. A number of employees cited inconsistent rewards, a lack of clarity regarding their roles, and a lack of strong feedback support. Third, creative ideas emerge but do not always reach the implementation stage due to rigid procedures and high time pressure ([Daulay, 2017](#); [Khomisah et al., 2023](#)). These preliminary findings indicate the need for scientific testing of the relationship between leadership, job satisfaction, and creativity in procedural work environments.

Recent studies explain that transformational leadership is often associated with positive outcomes such as motivation, commitment, task performance, and creativity, but the strength and even direction of its influence can vary according to sector, job design, and psychological conditions. At the individual level, reviews and meta-analyses highlight mechanisms such as positive affect, efficacy, and self-confidence that drive proactivity and creativity ([Judge & Bono, 2001](#); [Lisabella & Hasmawaty, 2021](#); [Nefita, 2024](#)). In creative and knowledge-based contexts, intellectual stimulation from leaders easily sparks new ideas. On the other hand, in the service and manufacturing sectors, transformational leadership is often reported to increase creativity through mediators such as creative efficacy, engagement, or job satisfaction ([Hidayat & Tjahjono, 2023](#); [Wijayanti & Setiawan, 2023](#)). However, the literature is still largely concentrated on specific industries, while evidence in more procedural and labor-intensive work environments remains limited, making it an interesting area for further exploration ([Effendi & Aslami, 2023](#); [Odilia et al., 2023](#)).

Based on these conditions, this study aims to fill the empirical evidence gap in the context of real estate manufacturing companies that have high procedural standards and limited work autonomy, while also confirming job satisfaction as a psychological mechanism that explains how transformational leadership relates to employee creativity (Hassanah, 2023). This study poses research questions about the influence of transformational leadership on employee creativity, the influence of transformational leadership on job satisfaction, the influence of job satisfaction on employee creativity, and the role of job satisfaction as an intervening variable in the relationship between the two. The theoretical benefit of this study is to strengthen the discussion on the limits and conditions of the effectiveness of transformational leadership in a procedural work environment, as well as to enrich organizational psychology studies by testing the role of job satisfaction as a connecting path between leadership and creativity. The practical benefits provide guidance for management so that leadership development is accompanied by tangible human resource policies, such as fair rewards, role clarity, constructive feedback, and a safe space for ideas, so that creativity can flourish without neglecting compliance with work standards and organizational ethics, including in a halal-oriented business ecosystem (Masitoh et al., 2023; Sekaran & Bougie, 2016; Zainarti, 2021).

METHODS

This study uses a quantitative method with an explanatory survey design. This design was chosen because the study aims to explain the causal relationship between transformational leadership as the influencing variable, employee creativity as the influenced variable, and job satisfaction as the mediating variable. An explanatory approach is appropriate when researchers already have a clear theoretical basis and hypothesis, and then want to prove it empirically through measurement and statistical analysis (Creswell, 2018; Engkizar et al., 2023, 2024; Kristin Pandriyani et al., 2025; Muthatahirin et al., 2025; Rupiwardani et al., 2024; Seminikhyna & Lutsenko, 2024; Wekke et al., 2024; Yenti & Afriyeni, 2025).

The research was conducted on employees at a manufacturing company in Indonesia. The population consisted of 40 employees. Because the population was relatively small and belonged to a single organization, this study used a census technique, so that all employees were respondents in order to obtain data that was more representative of the organization's conditions and to reduce the possibility of sampling errors (Sekaran & Bougie, 2016).

The research data was sourced from primary data collected through structured questionnaires. The questionnaires were compiled in Google Form and distributed through internal company channels or WhatsApp. The questionnaire data collection technique was chosen because it allowed researchers to obtain systematic and uniform information on respondents' perceptions (Engkizar et al., 2025; Fadilla & Wulandari, 2023). The instrument used a five-point Likert scale, ranging from strongly disagree to strongly agree, so that respondents' answers could be processed quantitatively (Nurhaswinda et al., 2025; Win, 2023).

The transformational leadership indicators were compiled with reference to the dimensions commonly used in the MLQ framework, namely ideal influence, inspirational motivation, intellectual stimulation, and individual attention. Job satisfaction was measured based on aspects of satisfaction with work and the work environment, such as rewards, role clarity, relationships with superiors, and working conditions (Spector, 2014). Employee creativity is

measured through indicators of behavior that produce and propose new ideas that are beneficial to work or work units (Zhou & George, 2001). Before filling out the questionnaire, respondents received an explanation of the research objectives, data confidentiality, and the right not to answer some questions, so that participation was voluntary and anonymous through a consent form at the beginning of the questionnaire.

The quality of the instruments was examined through validity and reliability tests. Validity was used to ensure that each item truly measured the intended variable, with a significance criterion of less than 0.05, and the test results showed that all items in the three variables had a significance value of 0.000, thus declaring them valid (Janna & Herianto, 2021). Reliability was tested using Cronbach's alpha with a minimum feasibility limit of 0.60, and the results showed high alpha values for transformational leadership (0.925), employee creativity (0.977), and job satisfaction (0.994), so the instrument was declared reliable and consistent (Anggraini et al., 2022; Budi, 2006). After the data was deemed feasible, the analysis was conducted using SPSS version 20, which included descriptive statistics and testing the influence between variables. To assess the mediating role of job satisfaction, the study compared the influence of transformational leadership on creativity before and after job satisfaction was included in the analysis model, following the principles of mediation testing in quantitative research (Hair et al., 2019).

RESULT AND DISCUSSION

Regression Test Results and Hypothesis Testing

After the instruments were declared valid and reliable, the next step was to test the relationship between variables to answer the research objectives. The testing was conducted using regression with the help of SPSS, so that the direction of influence (positive or negative) and its significance level could be seen. The main results can be summarized in the following table.

Table 1. Summary of Inter-Variable Effect Test Results

Relationship tested	Coefficient (B)	t	Sig. (p)	Conclusion
Effect of TL on EC (Simple model)	-0.493	-2.619	0.013	Negative and significant
Effect of TL on EC (with JS as control)	-0.029	-0.575	0.569	Not significant
Effect of JS on EC (with TL as control)	0.947	23.902	0.002	Positive and significant

First, the results of simple regression show that transformational leadership has a negative and significant effect on employee creativity. This means that in the context of the companies studied, the stronger the transformational leadership practices perceived by employees, the more creativity tends to decline. This finding can be explained from the perspective of the “dark side” of transformational leadership. In procedural and target-oriented work situations, overly strong leadership directives can turn into psychological pressure, causing employees to focus more on meeting their leaders' expectations than on trying new approaches. Under certain conditions, a transformational style can also lead to excessive dependence on leaders, thereby weakening employee initiative (Eisenbeiß & Boerner, 2013; Jaussi & Dionne, 2003; Lin & Yang, 2019). These findings are also consistent with the nature of manufacturing work, which is relatively strict in terms of standards and time, often limiting room for experimentation.

Second, when job satisfaction was included alongside transformational leadership to predict employee creativity, the results showed that the influence of transformational leadership became insignificant, while job satisfaction

remained very strong. This pattern suggests that employee creativity is more sensitive to daily work experiences that make them feel satisfied, rather than simply an inspirational leadership style. In practice, employees tend to be more creative when they feel they receive fair rewards, have clear job roles, enjoy supportive communication from their superiors, and have comfortable working conditions. If these basic elements are not strong, then a leader's visionary message may not be enough to encourage creative behavior in practice (Yenti & Afriyeni, 2025).

Third, the results show that job satisfaction has a positive and significant effect on employee creativity. This finding supports the psychological explanation that job satisfaction can generate positive emotions and intrinsic motivation, which are the “fuel” for creativity. When employees are satisfied, they are more willing to propose ideas, more persistent in developing solutions, and more prepared to face minor risks of failure in the process of trying new approaches (Lorenzen, 2019; Zhou & George, 2001). Thus, the research objective of examining the role of job satisfaction as an important pathway to creativity is strongly supported by the regression results.

Regarding the mediating role, the regression results show that after job satisfaction is included in the model, the direct effect of transformational leadership on creativity weakens. This indicates that job satisfaction has the potential to be a mediating mechanism. However, to conclude mediation more definitively, indirect path testing should be confirmed with a complete mediation test, for example through bootstrapping, so that the conclusions are stronger and not dependent on a single model (Baron & Kenny, 1986; Hayes & Andrew, 2013).

The Role of Job Satisfaction as a Mediating Variable

This section explains whether job satisfaction acts as an intermediary that explains the relationship between transformational leadership and employee creativity. In quantitative research, the mediating role is usually seen when leadership is related to job satisfaction, job satisfaction is related to creativity, and then the influence of leadership on creativity becomes weaker when job satisfaction is also taken into account (Munthe et al., 2022; Odilia et al., 2023). With this perspective, the focus of the discussion is not only on whether leadership influences creativity, but also on the psychological pathway that explains why that influence occurs. Mediation helps readers understand that changes in employees' creative behavior often occur because of changes in employees' perceived work experience, not solely because of the leader's messages or communication style.

The results of the study show a pattern that points to mediation. In the initial testing, transformational leadership had a significant effect on employee creativity, but the direction was negative. This means that an increase in transformational leadership practices as perceived by employees does not automatically increase creativity; in fact, it tends to decrease creativity in the initial model. However, when job satisfaction was included in the analysis, the direct effect of transformational leadership on employee creativity became insignificant. At the same time, job satisfaction has a very strong and significant effect on employee creativity. This pattern implies that employee creativity is determined more by how satisfied they are with their work, rather than solely by an inspirational leadership style (Djuraidi & Laily, 2020; Endayani & Saman, 2021). In other words, leadership tends to work through the creation of a satisfying work experience, and it is this experience that encourages employees to be more creative.

This finding can be understood from the nature of work in manufacturing

companies, which tend to be structured and have strict work standards. In situations like this, strong leadership can be perceived as additional pressure, especially when it comes with tight deadlines, strict supervision, and limited room to try new approaches. Employees then focus more on meeting targets and expectations, leaving little room for experimentation. Under certain conditions, employees may choose a safe strategy, which is to follow the old ways that are considered the safest and least risky. Several studies also explain that transformational leadership can have disadvantages when leadership directives are too dominant, reducing employee freedom of thought and weakening initiative (Eisenbeiß & Boerner, 2013). This impact is more likely to occur when work processes are highly standardized and success is measured primarily by compliance with procedures. Creativity, which should emerge as new ideas, ends up being stifled because employees worry that new ideas will be considered deviant from standards or increase the risk of error.

In addition to pressure factors, mediation conditions can also be explained by how employees perceive leadership support. In practice, employees do not only assess leaders based on their ability to provide vision, but also based on their impact on daily work experiences. If employees do not feel that they are being treated fairly, do not see a clear role, or do not receive helpful feedback, then inspirational messages are easily dismissed as irrelevant to their real needs. At this point, leadership may still appear active, but it does not foster satisfaction. As a result, the direct relationship between leadership and creativity does not remain strong once job satisfaction is included in the model. This explains why the influence of leadership weakens, while job satisfaction emerges as a more immediate determinant of creative behavior.

Conversely, the strongest link in this study is the relationship between job satisfaction and employee creativity. When employees feel satisfied, they tend to be more comfortable at work, more confident, and more open to sharing ideas. They are also more willing to work together to improve work processes, as they do not feel threatened or unappreciated. Job satisfaction also encourages intrinsic motivation, so that employees do not just carry out routine tasks, but also seek better and more efficient ways of working. At this point, creativity is no longer understood as an additional task, but as part of a work attitude that arises because employees feel that their work is meaningful and their working conditions are supportive. Job satisfaction provides positive energy that makes employees more resilient in the face of obstacles, more persistent in developing ideas, and more willing to test ideas on a small scale before implementing them more widely. Therefore, the strong relationship between job satisfaction and creativity in this study is a reasonable explanation, especially in organizations that demand consistency and accuracy.

The meaning of mediation in these findings can be summarized as follows. Transformational leadership does not automatically make employees creative. Leadership is more meaningful when it is able to create a satisfying work experience. When the work experience improves, employees are more likely to display creative behavior. When the work experience does not improve, leadership can even feel like a burden, thereby weakening creativity. This explanation is in line with findings that place job satisfaction as an important pathway connecting leadership and more adaptive work outcomes. In this context, job satisfaction can be understood as a psychological bridge that determines whether a leader's encouragement will be translated into creative action or instead become pressure that stifles initiative.

The implications of these findings are quite clear. If companies want to increase employee creativity, leadership development needs to go hand in hand

with efforts to improve job satisfaction. Companies can strengthen fair and consistent rewards, clarify job roles to avoid confusion, and improve the quality of feedback from supervisors so that employees know what to maintain and what to improve. Companies also need to foster a work environment that encourages the sharing of ideas, for example by providing scheduled work improvement discussion forums, collecting employee suggestions in an organized manner, and providing clear follow-up so that employees see that their ideas are valued. When employees feel valued and comfortable, creativity is more likely to flourish in their daily work activities. These findings are also in line with the view that leadership will be more effective when supported by a work system that makes employees feel satisfied and secure in their work (Nurfaisah et al., 2024; Simbolon, 2022). Therefore, the most realistic strategy is not to choose between leadership or job satisfaction, but to integrate both so that creativity grows through a stronger pathway, namely a satisfying work experience.

Analysis of Empirical Findings in the Framework of Transformational Leadership, Job Satisfaction, and Creativity

The findings of this study explain the relationship between transformational leadership, job satisfaction, and employee creativity in a manufacturing company in Indonesia. The discussion in this section interprets the results of the analysis while referring to the objectives of the study, namely to understand whether transformational leadership is related to employee creativity, whether job satisfaction affects creativity, and whether job satisfaction acts as a mechanism that explains this relationship. In general, the results show that employee creativity is not only influenced by leadership style but also by the psychological conditions of employees as reflected in job satisfaction. This means that good leadership does not necessarily directly encourage creativity if employees do not have adequate and satisfying work experiences (Sitorus & Murti, 2024; Zakiyah et al., 2023).

Initial test results show that transformational leadership influences employee creativity, but the direction of the influence is negative and significant. This finding sends an important message that transformational leadership does not always produce the expected impact, especially in organizations with structured and procedural work patterns. In theory, transformational leadership emphasizes vision, inspiration, intellectual stimulation, and individual attention to encourage employees to exceed normal work standards. However, in the manufacturing context, the work rhythm is usually strict, production targets are clear, and room for experimentation is limited. Under such conditions, the drive for vision, high standards, and expectations for change can be perceived as additional pressure rather than support. As a result, employees tend to prioritize compliance with procedures and the completion of routine tasks to avoid mistakes. This work habit can reduce the courage to try new approaches, even though creativity often requires space to try, make small mistakes, and then improve.

A number of studies also explain that transformational leadership can have disadvantages when the leader's direction is too dominant, thereby weakening freedom of thought and making subordinates too dependent on the leader. Therefore, the negative direction that emerges in this study can still be understood as the impact of a highly procedural work context, while also reminding us that certain leadership styles can work differently in different environments (Febriani, 2022; Jubaidah & Rahmani, 2023).

The next finding shows that transformational leadership does not have a significant effect on job satisfaction. These results indicate that employees do not automatically feel more satisfied just because their leaders inspire them or

build a vision. Job satisfaction is often shaped by real and directly felt work experiences, such as fair rewards, adequate compensation, job security, reasonable workloads, healthy working relationships, and clarity of roles and support from superiors in daily practice. If these factors are not consistent, an inspirational leadership style may not necessarily change employees' satisfaction with their work. This finding is in line with the view that job satisfaction is not only influenced by relational factors of leaders, but also by organizational systems that address the basic needs of employees. In demanding work situations, employees tend to assess job satisfaction based on concrete things, such as whether their contributions are appreciated, whether the work is clear and fair, and whether there is sufficient support to complete tasks, rather than solely based on motivational narratives. Thus, these results indicate that there are other organizational factors that are likely more dominant in shaping job satisfaction than perceived leadership style (Charoensukmongkol & Puyod, 2024; Daulay, 2017).

Unlike the two previous findings, the most significant result in this study is the effect of job satisfaction on employee creativity. Job satisfaction has been proven to have a positive and significant effect on creativity. This finding confirms that creativity is more likely to flourish when employees feel comfortable, appreciated, and satisfied at work. Job satisfaction helps build a positive psychological atmosphere, such as a sense of security, self-confidence, and the drive to be more actively involved. These conditions encourage employees to not only carry out their work according to procedure, but also to seek more effective and efficient ways of completing tasks. Lorenzen, (2019) explains that creativity is greatly influenced by intrinsic motivation, which is the internal drive to work with interest and meaning. When employees are satisfied, their intrinsic motivation tends to increase, making them more courageous in expressing their ideas and more persistent in developing new ones. Zhou & George, (2001) also emphasize that creativity is more likely to emerge when individuals have positive energy and feel supported to try new things. Therefore, the results of this study reinforce the view that in manufacturing organizations, increasing creativity will be more effective if it starts with strengthening employee job satisfaction (Hanifasari et al., 2024; Hendayani & Fernando, 2023).

The latest findings show that job satisfaction acts as a mediator in the relationship between transformational leadership and employee creativity. When job satisfaction is included in the model, the direct influence of transformational leadership on creativity weakens and becomes insignificant. At the same time, job satisfaction remains a very strong predictor of creativity. This pattern shows that the influence of leadership on creativity tends to work through work experiences that shape employee satisfaction, rather than through a direct channel (Sinurat, 2017; Siregar & Atika, 2021). In other words, transformational leadership will be more meaningful in encouraging creativity if it is able to create working conditions that make employees feel satisfied. If job satisfaction is not established, leadership encouragement may be ineffective, and even potentially turn into pressure that reduces initiative (Suprpto & Herminingsih, 2020; Susiawan & Muhid, 2015).

Overall, the findings of this study confirm that the relationship between transformational leadership and employee creativity is not simple. In the context of manufacturing companies, which tend to be procedural, employee creativity is greatly influenced by working conditions that shape job satisfaction. Therefore, if companies want to increase employee creativity, policy focus should not only be on leadership training, but also on improving factors that shape job satisfaction. Steps that can be taken include strengthening fair reward

and recognition systems, clarifying role divisions, improving the quality of feedback, and promoting more supportive communication between superiors and subordinates. When employees feel valued and satisfied, creativity will more easily flourish as part of their work habits, rather than merely as a requirement.

CONCLUSION

This study found that job satisfaction is the most decisive factor in increasing employee creativity at a manufacturing company in Indonesia, while transformational leadership does not automatically increase creativity or job satisfaction. Empirically, transformational leadership has a negative and significant effect on employee creativity in the initial model, and its effect becomes insignificant when job satisfaction is included, while job satisfaction has a positive and significant effect on employee creativity and acts as a mediator. These findings indicate that in a procedural and target-oriented work environment, strong leadership encouragement can be perceived as pressure, thereby narrowing the space for experimentation, whereas creativity is more likely to emerge when employees feel satisfied through fair rewards, role clarity, supportive feedback from superiors, and a work climate that is safe for expressing ideas. The practical implication is that companies need to combine leadership development with policies that directly strengthen job satisfaction so that creativity can grow sustainably.

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