

The Role of Authentic Leadership in Improving Employee Performance Through Individual Creativity

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Abstract

The purpose of this study is to identify the relationship between authentic leadership in improving individual performance through trust. Individual employee performance needs to be improved to achieve the goals of a company, so it takes creativity to find new ideas to run the company's business processes and is supported by the role of an authentic leader in running a company. The method used in this study is a meta-analysis of 20 previous studies that discuss authentic leadership, individual creativity and individual performance. The results show that authentic leadership and individual creativity affect employee performance. Individual creativity can mediate the relationship between authentic leadership and individual performance.

Keywords: *authentic leadership, crativity, performance*

INTRODUCTION

The performance of individual employees in a company must be maintained and improved. This is very important for the survival of a company. If performance decreases, then this can have an impact on achieving the targets set by the company, and vice versa. Therefore, the individual performance of employees is an issue that is still important to be discussed in a study.

Every company needs competent human resources in running the company's business. Human resources have a very important role in a company. Therefore, companies must maintain their assets, in this case employees, to continue to contribute positively to the company.

Companies must have many strategies to improve employee performance, one of which is to increase employee creativity. The creativity possessed by employees can lead to an innovation in work or in activities, so that employees will not work monotonously and hope that their performance will also increase. This is because they work in different ways every day and they can also find different solutions to different problems. According to Amabile et al., (1996), creativity is a new discovery about some ideas that have a positive impact on any

part while innovation is an implementation of ideas that have been found in an organization successfully.

The company must have a leader who is able to awaken the creativity of the employees under him. These skills must be possessed by a leader to generate creativity possessed by an employee so that it is not monotonous in carrying out the tasks set by the company. Tasks may remain, but creativity in completing tasks and innovation in solving every problem that arises every day must be different. In order to achieve different results and have a positive impact, both individual performance and company performance. This is in line with research conducted by Carmeli & Schaubroeck (2007) that a leader must have the ability to generate individual creativity from his subordinates, and be able to increase the motivation and energy from within each employee to be actively and creatively involved in carrying out their duties. task (Atwater & Carmeli, 2009).

Leaders in a company are expected to have the ability to stimulate the creative spirit of the employees under them in order to improve individual employee performance. In addition, a positive company environment and conditions also have an influence in stimulating the creative spirit of employees.

According to Whitmore (2002), performance comes from the verb, which is an activity carried out by someone to carry out a task that has been assigned to him by the company to become a job that must be undertaken by that person. Performance is the result of work that has been achieved by a person to carry out his duties in his daily life in accordance with the responsibilities and authorities that have been given to him. So it can be concluded that performance is the individual achievement of each employee that has been achieved based on the duties, authorities and responsibilities that have been given to him and have become his daily work.

Creativity is something new and useful, which represents every aspect of change in an organization that can provide a stimulus to understand all changes for the survival of the company (Woodman et al., 1993). According to Diakidoy & Kanari (1999), creativity is a cognitive process, ability or characteristic of a person to produce something new and in accordance with the needs of the company. Individual creativity is the role of a person in his work who finds new ideas and has benefits for the company, both in terms of processes, products and procedures (Solomon, 2010 in (Gül & Sazkaya, 2020)). So individual creativity is the ability of each individual in the company to create new and innovative ideas and have uses to assist the company in solving any problems or routines that occur.

To increase employee creativity in order to get good individual employee performance, it takes a leader who has an authentic character in carrying out his leadership role. The authentic character is expected to be able to increase the confidence of employees to foster the creativity contained in the employee.

Authentic leaders have self-awareness of values and beliefs, are confident, genuine, reliable, trustworthy and have a focus on building employee strengths by expanding ways of thinking and creating a positive organizational atmosphere (Avolio & Gardner, 2005; Gardner et al. , 2005). Authentic leadership is a

transparent and ethical leadership behavior that can encourage information disclosure in decision making without ignoring an input from followers (Avolio et al., 2009). The focus of authentic leadership is all actions taken by a leader himself, not from mental or internal qualities. This theory can have a direct effect on influencing its members in carrying out their daily duties effectively.

So it can be concluded that authentic leadership is a genuine and transparent leadership trait in leading its members in an organization to encourage the development of their subordinates.

METHOD

Systematic search using electronic search engine in the form of google and using five databases, namely Mendeley, Google Scholar, Emerald, Scopus, and Elsevier. The combination of keywords into the search engine is authentic leadership, creativity, individual creativity, performance and individual performance.

Several previous research have been obtained and conducted screening process to reduce a previous research that corresponds to the variables that will be studied by the authors, namely authentic leadership, individual creativity and individual performance. From the screening process has been obtained as many as 20 previous research that are appropriate and then conducted a meta analysis pricess.

20 articles from previous research used as literatur studies, the majority came from Asia with 13 articles, and then the second majority from Europe with six articles and the last from Africa, just 1 article.

RESULTS AND DISCUSSION

Authentic Leadership And Individual Performance

Authentic leadership has an influence on the individual performance of employees of a company. The achievement of the company's targets can be achieved if the performance of each individual employee is also achieved. It is directly proportional.

Based on previous research that discusses the relationship between authentic leadership and individual performance, there are eight previous studies which state that authentic leadership affects individual employee performance, namely research conducted by (Ali et al., 2021; Alzghoul, 2018; Duarte, 2021). ; Laraib & Hashmi, 2018; Nasab, 2019; N Ribeiro et al., 2018; Neuza Ribeiro et al., 2018). The study says that authentic leadership has a positive and significant effect on individual employee performance.

Research conducted by Zeb et al. (2020) that authentic leadership traits are partially positively and significantly related to individual employee performance. This study examines the relationship between authentic leadership traits and performance through the mediating role of HHHRP in the context of country development. According to Zeb et al. (2020), that relational transparency and balance processing have a significant effect on individual performance, while self-awareness and internalized moral perspectives have no significant effect on individual employee performance.

Authentic Leadership And Individual Creativity

A leader must have the ability to increase the individual creativity of employees to achieve the best performance of the employee. This is in accordance with several previous studies conducted by several previous researchers. The results of this study indicate that authentic leadership has a positive and significant effect on individual employee creativity (Alzghoul, 2018; Chaudhary & Panda, 2018; Lee et al., 2019; Malik & Dhar, 2017; Mubarak & Noor, 2018; Phuong & Takahashi, 2020; Ribeiro et al., 2018; Ribeiro et al., 2019; Sanda, 2017; Semedo et al., 2017). Based on several previous studies, it can be said that the more authentic a leader is, the creative behavior of their employees is also at work (Ribeiro et al., 2019).

Individual Creativity And Individual Performance

Individual creativity has an important role in improving the individual performance of an employee in the company. This is in line with research that has been done by previous researchers which stated that individual creativity has a positive and significant effect on individual performance. (Chang & Teng, 2017; Ismail, 2019; Taboli & Zaerizadeh, 2016; Ximenes et al., 2019).

Authentic Leadership, Individual Creativity And Individual Performance

Employees need to understand that a leader has moral values and standards, and is aware of their attitudes, shares information openly, and considers all relevant information before making a decision. So that when followers see their leader as an authentic leader in carrying out their role as a leader, they should feel freer and more confident to be more creative with the hope that their work results can be improved (Ribeiro et al., 2018). In his research, that individual creativity is able to mediate the relationship between authentic leadership and individual performance.

The results of this study are not in accordance with the research conducted by Duarte (2021). The result of his research is that individual creativity cannot mediate the relationship between authentic leadership and individual performance. Based on the results of data analysis that has been carried out, it shows that employee perceptions of authentic leadership do not have a significant impact on respondents' capacity to provide new ideas and solutions that are useful in the workplace (Duarte, 2021).

CONCLUSION

This article discusses the relationship of authentic leadership to individual employee performance and looks at the role of individual creativity as a mediating variable. Based on previous research, it can be concluded that authentic leadership has a positive and significant influence on individual employee performance. This can be a reference by the company to improve employee performance with a leader who has an authentic character. These characters can be naturally owned by

each individual or can also be formed through coaching carried out by the company's internal parties, in this case such as the human capital division.

Authentic leaders have characteristics that are able to influence positive relationships between leaders and followers in the work environment. So that this can be used as a moment for employees to be free to increase their creativity and be more confident to improve their performance.

Individual creativity in employees must also be raised by the company. This is in accordance with the results of previous research that creativity is able to improve the individual performance of its employees so that it has a positive impact on the company's targets to be achieved. meningkatkan kinerja individu karyawannya sehingga berdampak positif terhadap target perusahaan yang akan dicapai.

The mediating role of individual creativity needs further research. This is because there are two previous studies that have different results, so it needs more in-depth research on the mediating role of individual creativity variables. However, in this case, employees can assume that the more they increase their creativity, both as a behavior that already exists and is formed by the company, the achievement of their performance will also increase. This is in accordance with the research conducted by Ribeiro et al. (2018), which states that creativity can mediate the relationship between authentic leadership and individual performance.

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