

## The Influence of Authentic Leadership and Perceived Organizational Support on Employee Creativity Mediated by Work Engagement PT. PLN (Persero) Bengkulu City

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### ABSTRACT

*Employers required intelligent and innovative employees to devise novel method to enhance their business, including authentic leadership, the extent to which employees feel supported by their superiors, and their level of engagement at PT. PLN (Persero) in Bengkulu City. This quantitative study used first-hand information from people who filled out a questionnaire. 265 workers out of 298 workers at PT PLN (Persero) Bengkulu City were selected for this study using stratified random sampling method. SEM (Structural Equation Modeling) with SmartPLS 3 software was used to look at the data in this study. The study's findings led to the following conclusions: (1) authentic leadership has a positive and significant effect on employee creativity; (2) perceived organizational support does not have an effect on employee creativity; (3) authentic leadership has a significant and positive effect on work engagement; (4) perceived organizational support has a significant positive effect on work engagement; (5) work engagement has a significant positive effect on employee creativity; (6) work engagement can mediate the effect of authentic leadership on employee creativity. (7) The impact of perceived organizational support on employee creativity is mediated by work engagement. PT PLN (Persero) Bengkulu City anticipates that this research will contribute to the resolution of challenges, particularly in the domains of authentic leadership, perceived organizational support, and the impact of work engagement on employee creativity.*

## 1. INTRODUCTION

Creative thinking has become very important for businesses that want to achieve their goals thanks to the fast growth of technologies like computers, robots, and emotional intelligence. According to Amabile et al. (2018), imagination is the ability to come up with new ideas that could be useful if they were put into action. Amabile (1988) said that creativity has three main parts: skills that are useful in a specific field, skills that are useful in creative fields, and innate task drive. According to Hughes et al. (2018), on the other hand, employee innovation is coming up with new thoughts that are useful. Leadership, connection, and psychological freedom are some of the things that can affect how creative workers are in a company (Mubarak & Noor, 2018). Aldabbas et al. (2023) also say that how employees feel about company support and job engagement are important factors that affect their creativity. Therefore, the creativity of employees at PT. PLN (Persero) is of significant importance, as it fosters innovation, efficiency, and the enhancement of services.

Authentic leadership has been found to be a key factor in encouraging employees to be creative. The authors Ribeiro et al. (2020) say that leaders who are self-aware, honest, moral, and open with their workers show genuine leadership. When leaders are clear about how they make decisions based on their views, employees are more motivated and confident in the team's direction (Zeb et al., 2020). In turn, this has been shown to make workers more creative. Additionally, the study by Semedo et al. (2018) supports this one by showing that genuine leadership has a big effect on how creative employees are.

Perceptions of company support are another set of factors that affect how creative employees are. Rhoades & Eisenberger (2002) say that the impression of corporate support is how well workers can judge companies that care about their well-being and recognize the value of their efforts. The results of Inam et al. (2021) back up this claim. They show that employees are more creative when they feel like they have help from their bosses. Suifan et al. (2018) and Zaitouni & Ouakouak (2018), on the other hand, found that how employees feel about company support doesn't effect on their creativity. So that it shows the inconsistency of research results that still need to be explored further.

Another factor that has been shown to affect employees' creativity is how involved they are in their work. For Schaufeli et al. (2002), work engagement means having a good and satisfying view about your job. High-engaged employees usually have a lot of energy and confidence, which drives them to come up with new ideas and add artistically to their work (Schaufeli et al., 2002). Tian et al. (2021) say that when employees are engaged at work, they are more likely to be creative. The study by Khan et al. (2020), on the other hand, found that employee engagement hurts innovation. The disparate findings of the research suggest the necessity for additional studies to elucidate the conditions and mechanisms underpinning the relationship, thereby enabling companies to more effectively manage employee engagement.

The significance of employee creativity within a company for future progress and development is paramount. Consequently, it is imperative to enhance the creativity of employees, particularly

at PT PLN (Persero) Bengkulu City. At PT PLN (Persero) Bengkulu City, electrical disturbances, including power outages, have been reported in June (as documented by Harian Rakyat Bengkulu on Tuesday, June 4, 2024). In such instances, employees are tasked with the expeditious identification of solutions. Nevertheless, their capacity for creativity remains constrained due to organizational policies that accord precedence to the resolution of pressing technical issues over the development of creative solutions capable of engendering transformative change over an extended timeframe. Furthermore, operational employees who prioritize network maintenance and customer service often adhere to conventional routines, neglecting to devise innovative solutions for long-term enhancement. In accordance with Article 29 of Law No. 30/2009 on Electricity, PT PLN (Persero) Bengkulu City is obligated to prioritize not only the resolution of urgent technical issues, but also the promotion of employee innovation and creativity in order to develop more effective and efficient long-term solutions.

Authentic leadership, however, is predicated on the principle of aligning short-term objectives with long-term values, a principle that is often disregarded in the pursuit of immediate corporate demands. The pressure to achieve operational targets or implement structural improvements has been shown to influence the decision-making process, resulting in decisions that do not always prioritize principles of fairness or work ethic among employees. Consequently, employees may encounter pressure from leaders to make decisions that are oriented towards short-term goals. This dynamic can potentially lead to a decline in the confidence of employees to engage in innovation and creative thinking.

The application of perceived organizational support within the company has been found to be problematic in instances where the working conditions of employees are not conducive to optimal performance, resulting in elevated levels of stress due to an urgent power outage. This phenomenon has the potential to impede their capacity for creative thinking. Moreover, the information disseminated by management to employees is not always accurate or transparent, which can lead to confusion and hinder the creative process and effective decision-making.

**The Relationship Between Authentic Leadership on Employee Creativity.** It is well known that real leadership makes employees more creative. It has been shown that when employees feel that their leaders can provide psychological safety and naturally drive through openness and conversation, they are more likely to work hard and be creative (Alzghoul et al., 2018). Another piece of evidence for this claim comes from Semedo et al. (2016), who found that real leadership has a big effect on how creative employees are. Also, studies by Phuong & Takahashi, (2021), Sanda & Arthur (2017) and Semedo et al. (2018) show that real leadership has a good and significant effect on employee innovation. Based on the results of earlier study, the following theory is put forward:

H1: authentic leadership influences employee creativity

**The Relationship Between Perceived Organizational Support on Employee Creativity.** As the study by Ibrahim et al. (2016) shows, how employees feel about company support has a big effect on how creative they are at work. It has been shown that employees giving organizational

help through training and teaching activities makes them more creative at work. The claims of Zhang et al. (2016), which shows that employees are more creative when they think their bosses support them, backing up this claim even more. It has been shown that employees giving support makes them more likely to give comments and do things that help the company, which in turn makes them more creative (Zhang et al., 2016). Also, Duan et al. (2020) found a strong link between how many employees felt supported by their company and how creative they were. The study is based on the premise that:

H2: perceived organizational support influences employee creativity

**The Relationship Between Authentic Leadership on Work Engagement.** Leaders who make a good effect and follow value principles will inspire their workers to work, which will increase their commitment and interest at work (Oh et al., 2018). The results of Samsudin et al. (2020), Stander et al. (2015), and Wirawan et al. (2020) back up this claim. They show that real leaders have a big effect on how engaged people are at work. The most important part of being a good boss is creating a work environment where workers feel valued and are motivated to do their best. Based on the results of earlier study, the following theory is put forward:

H3: authentic leadership influences work engagement

**The Relationship Between Perceived Organizational Support on Work Engagement.** Researchers Adil et al. (2020) discovered that when employees are engaged at work, they feel more supported by their company. Musenze et al. (2021) results back up this point of view. They show that when workers feel supported by their organization, they are more committed, focused on their work, and have a strong feeling of loyalty. Karatepe & Aga (2016) and Imran et al. (2020) both did studies that showed how workers feel about corporate support is linked to how engaged they are at work. Additionally, Şanlıöz et al.'s study from 2023 says that how employees feel about corporate support has a big and good effect on their involvement. The theory put forward in this study is based on what other studies have found:

H4: perceived organizational support influences work engagement

**The Relationship Between Work Engagement on Employee Creativity.** Bakker et al. (2020) found that workers who are really interested in their jobs are more open to new creative ideas, which makes it easier to improve how things are done at work. Ye et al. (2024) say that there is a link between being engaged at work and being creative. When employees are more engaged, they are better able to turn their feelings into creative solutions. Additionally, Gonlepa et al. (2023) say that employee involvement at work has a big effect on their creativity. These claims are supported by Chaudhary & Akhouri (2019) research, which shows a link between employees being engaged at work and being creative. Based on past studies, the following theory is put forward:

H5: work engagement influences employee creativity

**The Indirect Relationship Between Authentic Leadership on Employee Creativity Through Work Engagement.** Leadership is the most important thing for getting people

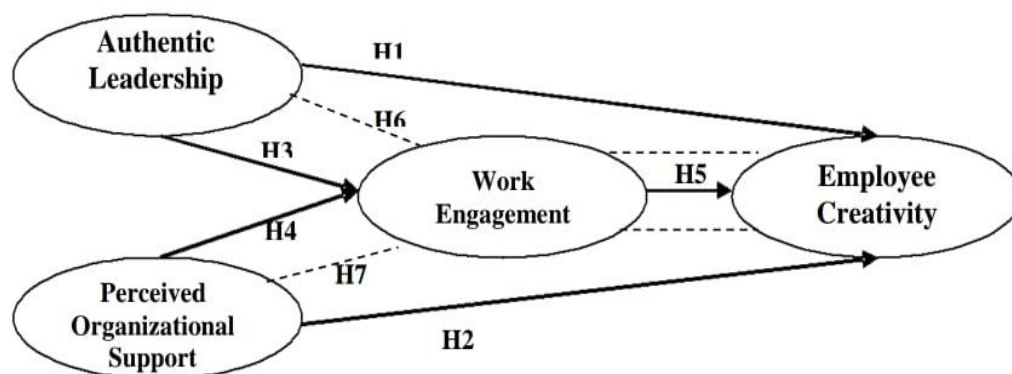
involved at work, because good leaders can change the way people think and act. According to Mubarak & Noor (2018), real leadership and employee creativity have a big and good effect. When employees are led by real leaders, they feel more engaged and in control. In turn, this increased interest strengthens the link between genuine leadership and innovation. When employees think their work is important, they are more likely to come up with new ideas. The study by Sengupta et al. (2021) also suggests that high levels of employee interest at work are a sign of increased imagination and innovation. This shows how important it is for workers to be flexible, creative, and willing to help with things that aren't part of their assigned tasks. The theory put forward in this study is based on what other studies have found.

H6: authentic leadership has an indirect effect on employee creativity through work engagement

**The Indirect Relationship Between the Influence of Perceived Organizational Support on Employee Creativity Through Work Engagement.** According to Aldabbas et al. (2023), there is a positive link between how much help employees feel from their company and their imagination, with work involvement acting as a mediator. The idea of "perceived organizational support" has been shown to lead to positive social and emotional support, which in turn motivates workers to work creatively for their bosses. In this situation, companies should show that they care about their workers' health and happiness and appreciate the work they do, in line with the idea that saying workers' interest at work can help connect their past and the results of their actions. The current study's main idea is that when people are engaged at work because they think their bosses back them, they do a good job, which in turn affects their creativity. So, the study's main goal is to test the idea that work involvement is a link that helps explain the connection between how much support employees feel from their bosses and their creativity. Based on the results of earlier study, the following theory is put forward:

H7: How much help employees think they get from their boss has an indirect effect on their imagination through work engagement

The present study proposes a conceptual framework as a basis for further research, building upon the findings of previous studies and the phenomena that they have identified. The conceptual framework is illustrated in **Figure 1** below:



**Figure 1. Research Framework****RESEARCH METHOD**

The research method employed is quantitative, utilizing Structural Equation Modeling (SEM) data analysis with the aid of Partial Least Square (PLS). The present study was conducted for the purpose of examining the effect of independent variables, namely authentic leadership and perceived organizational support, on the dependent variable, namely employee creativity, through the mediating role of work engagement variables.

Population of this study comprised employees of PT PLN (Persero) in the city of Bengkulu, with a total of 298 employees. In this study, 283 samples were obtained. The sample was obtained through the implementation of a stratified random sampling technique. This approach was deemed appropriate given the presence of three distinct company units within PT PLN (Persero) in Bengkulu City. Therefore, the research is represented by the samples taken from each unit.

The data collection method employed in this study utilized a questionnaire that was structured based on a Likert scale of 1-5. Each participant was obliged to complete a questionnaire comprising a series of question items, which were grouped into four primary categories: authentic leadership, perceived organizational support, work engagement, and employee creativity.

The present study employs the measurement of variable indicators that have been utilized in previous research. The authentic leadership (AL) variable is measured through a series of 14 questions derived from research conducted by Ribeiro., et al (2020) and Zeb., et al (2020). These questions address various dimensions of leadership, including self-awareness, balanced processing, internalized moral perspective, and relational transparency. The variable of interest, namely perceived organizational support (POS), is measured through a set of indicators developed by Rhoades & Eisenberger & Rhoades (2002). This set of indicators consists of 12 questions, which in turn consist of several dimensions, including fairness, supervisor support, favorable rewards, and job conditions. The construct of work engagement, or WE, is measured using a set of 17 questions derived from the dimensions of vigor, dedication, and absorption Schaufeli., et al (2002).. The variable of employee creativity (EC) was measured using a set of 10 questions derived from Amabile (1988) research. This research consists of several dimensions, namely domain-relevant skills, creative-relevant skills, and intrinsic task motivation.

**2. RESULT DAN DISCUSSION**

**Respondent Demographics.** As demonstrated in **Table 1**, the majority of study participants were male (82.3%), occupying roles that necessitate a greater degree of outdoor activity and substantial physical strength, thereby resulting in a preponderance of male representation in these occupations. The study revealed that the 31-40 age group constituted the majority of the sample (55.5%), based on age. Consequently, a proportion of the workforce already possesses work experience and is within a productive age bracket for their role. The research participation

rate with the latest education is S-1 (41%), and the working period of research respondents is in the range of 1-10 years (73.1%).

**Table 1. Result Demography Respondent**

Demography	Category	Frequency	Percentage (%)
Gender	Male	233	82,3 %
	Female	50	17,7 %
Age	21-30	78	27,6 %
	31-40	157	55,5 %
	41-50	44	15,5 %
	51-60	4	1,4 %
Education	High School / equivalent	100	35 %
	D1 / D2/ D3	68	24 %
	S-1 / equivalent	115	41%
Length of working	< 1 year	22	7,8 %
	1 – 10 years	207	73,1 %
	11 – 20 years	50	17,7 %
	21 – 30 years	2	0,7 %
	> 30 tahun years	2	0,7 %
Job Profession	First-level management (super-6 visor or manager)		2,1 %
	Employee	64	22,6 %
	Outsourcing	213	75,3 %

*Source: Research Data Analysis Results, 2025*

**Validity Test.** The suggested study model is shown in **Figure 2**. The model shows the connection between work involvement and innovation among employees, which is affected by true leadership and the feeling of support from the company.

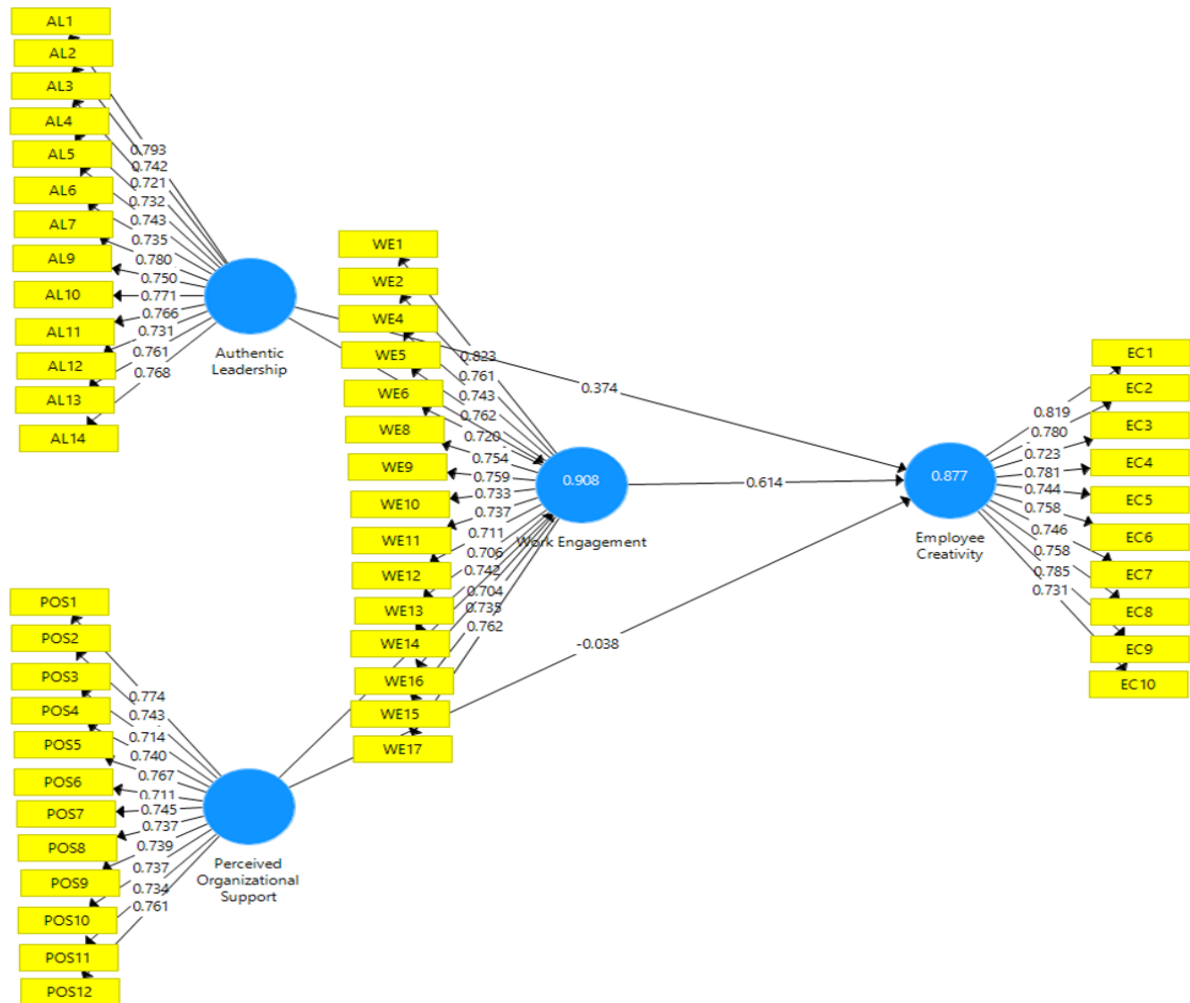


Figure 2. Algorithm Calculation

Source: Primary Data processed (2025)

The outer loading on the questionnaire questions is greater than 0.7, as shown in Figure 2. This means that the test meets the criteria for convergent validity. Some items in the work involvement variable, like KK3 and KK7, have a loading factor value that is less than 0.7. To make sure parallel validity, it is necessary to get rid of indicators (model change) with a loading factor of less than 0.7.

Table 2. Convergent Validity Test

Indicator		Outer Loading
Work Engagement	<b>Vigor</b>	
	When I wake up in the morning, I feel eager to go to work.	0.823
	At work, I feel full of energy.	0.761
	I am able to continue working for extended periods of time.	0.743
	I am able to continue working for extended periods of time.	0.762
	In my work, I am mentally resilient.	0.762
	In my work, I feel strong and enthusiastic.	0.720
<b>Dedication</b>		



	<b>Indicator</b>	<b>Outer Loading</b>
	My work inspires me.	<b>0.754</b>
	I am enthusiastic about my job.	<b>0.759</b>
	I am proud of the work I do.	<b>0.733</b>
	I find my work to be meaningful and purposeful.	<b>0.737</b>
	<b>Absorption</b>	
	When I am working, I forget about other things around me.	<b>0.711</b>
	Time seems to pass quickly when I am working.	<b>0.706</b>
	I become absorbed in my work.	<b>0.742</b>
	It is difficult for me to detach myself from my work.	<b>0.735</b>
	I am immersed in my work.	<b>0.704</b>
	I feel happy when I work regularly.	<b>0.762</b>
<b>Authentic Leadership</b>	<b>Self-Awareness</b>	
	Leaders understand the strengths and weaknesses of their employees.	<b>0.793</b>
	Leaders comprehend the values, beliefs, and emotions of their employees.	<b>0.742</b>
	Leaders demonstrate how effectively they influence other individuals.	<b>0.721</b>
	Others are able to accurately perceive the leader's capabilities.	<b>0.732</b>
	<b>Balance-Processing</b>	
	Leaders objectively analyze all relevant data before making decisions.	<b>0.743</b>
	Leaders objectively seek out perspectives that challenge their own positions.	<b>0.735</b>
	Leaders demonstrate confidence and consistency in their actions.	<b>0.780</b>
	<b>Internalized Moral Perspective</b>	
	Leaders are always consistent in their behavior.	<b>0.750</b>
	Leaders consistently ensure their actions align with their beliefs	<b>0.771</b>
	Leaders' decisions are consistently aligned with their internalized values.	<b>0.766</b>
	<b>Relational Transparency</b>	
	Leaders are always open in sharing information and their authentic selves.	<b>0.731</b>
	Leaders openly share their feelings, emotions, and thoughts with their employees.	<b>0.761</b>
	Leaders are able to understand how certain actions impact others.	<b>0.768</b>
<b>Employee's Creativity</b>	<b>Domain-Relevant Skills</b>	
	I have a thorough understanding of the organization's objectives.	<b>0.819</b>
	I understand and am committed to both my work role and the organization.	<b>0.780</b>
	I am able to identify emerging issues or problems.	<b>0.723</b>
	I evaluate the progress of my work, organizational processes, and performance.	<b>0.781</b>
	<b>Creative Relevant Skills</b>	
	I never hesitate to offer ideas or solutions during organizational processes.	<b>0.744</b>
	I am motivated to find solutions when problems arise.	<b>0.758</b>

	<b>Indicator</b>	<b>Outer Loading</b>
<b>Perceived Organizational Support</b>	I maintain good relationships with colleagues, leaders, and members within the organization.	<b>0.746</b>
	<b>Intrinsic Task Motivation</b>	
	I am aware of my task priorities and always complete assignments within the designated timeframe.	<b>0.758</b>
	I am consistently enthusiastic about my work.	<b>0.785</b>
	I am actively involved in organizational processes and activities.	<b>0.731</b>
	<b>Fairness</b>	
	The organization cares about the well-being of its employees.	<b>0.774</b>
	The organization provides accurate information to employees.	<b>0.743</b>
	Employees are always involved in the decision-making process.	<b>0.714</b>
	The organization communicates information regarding policies to be implemented.	<b>0.740</b>
	The organization respects and values the presence of its employees.	<b>0.767</b>
	<b>Supervisor Support</b>	
	Supervisors motivate employees and understand their goals.	<b>0.711</b>
	Supervisors guide and evaluate employee performance.	<b>0.745</b>
	Supervisors recognize employee contributions and show concern for their well-being.	<b>0.737</b>
	<b>Favorable Rewards and Job Conditions</b>	
	The organization rewards employee contributions.	<b>0.739</b>
	The organization provides training for employees.	<b>0.737</b>
	The organization is able to manage the stress levels associated with employees' work	<b>0.734</b>
	The organization trusts employees to perform their tasks.	<b>0.761</b>

Source: Primary Data processed (2025)

As demonstrated in **Table 2**, the outcomes of the SmartPLS evaluation for each indicator of each variable exhibit a loading factor value greater than 0.7, thereby satisfying the criteria for convergent validity.

**Reliability Test.** As demonstrated in Table 3, the outcomes of the reliability assessment are presented. The instrument utilised for the four variables demonstrates that the measurement instrument for each variable possesses Cronbach's alpha > 0.7 and composite reliability > 0.7.

**Table 3. Reliability Test Results**

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>
<b>Authentic Leadership</b>	<b>0.937</b>	<b>0.945</b>
<b>Work Engagement</b>	<b>0.942</b>	<b>0.949</b>
<b>Employee Creativity</b>	<b>0.920</b>	<b>0.933</b>
<b>Perceived Organizational Support</b>	<b>0.926</b>	<b>0.936</b>

Source: Primary Data processed (2025)

**R-Square Test.** As demonstrated in **Table 4**, the R-Square value on the employee creativity variable is 0.877. The findings suggest that authentic leadership variables and perceived organisational support exert a significant influence on employee creativity, accounting for 87.7% of

the observed variance. The residual 12.3% is attributed to the influence of other variables. Meanwhile, the employee engagement variable obtained an R-Square value of 0.908. The findings of this study demonstrate that 90.8% of employee engagement is influenced by authentic leadership and perceived organisational support. It is important to note that the residual 9.8% is influenced by factors external to the independent variables.

**Table 4. R-Square Test Result**

Variable	R Square
Work Engagement	0.908
Employee Creativity	0.877

Source: Primary Data processed (2025)

**Hypothesis Test.** The information in **Table 5** was put together so that a theory could be tested. The results of trying the theory show that genuine leadership, feeling supported by the organization, and being interested in your work all have a good and significant impact on employee creativity. Genuine leadership and feeling supported by the company have been shown to have a big and good impact on how engaged people are at work. Additionally, it has been shown that work involvement can act as a bridge between genuine leadership and creative employee behavior. The current study's main idea is that work involvement can help explain how employees feel about their company's support and how that support affects their imagination.

**Table 5. Hypothesis Test Result**

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Authentic Leadership -> Employee Creativity	0.374	0.366	0.071	5.276	0.000
Perceived Organizational Support -> Employee Creativity	-0.038	-0.022	0.147	0.257	0.797
Authentic Leadership -> Work Engagement	0.457	0.469	0.100	4.580	0.000
Perceived Organizational Support -> Work Engagement	0.514	0.501	0.100	5.118	0.000
Work Engagement -> Employee Creativity	0.614	0.603	0.121	5.072	0.000
Authentic Leadership -> Work Engagement -> Employee Creativity	0.280	0.287	0.093	3.005	0.003
Perceived Organizational Support -> Work Engagement -> Employee Creativity	0.316	0.298	0.073	4.304	0.000

Source: Primary Data processed (2025)

**The Influence of Authentic Leadership on Employee Creativity.** The t-statistic value of  $5.276 > 1.96$  and the p-value of  $0.000 < 0.05$  show that the initial hypothesis is correct. There is a positive and significant link between real leadership and employee involvement. Following these steps, we can say that the study's original theory was correct. In line with what Semedo et al. (2018) said, this study supports their claim that an honest leadership style at work can help employees be more creative. According to research, leaders who make people feel safe without making them feel threatened are better at getting their followers to come up with new and

creative ideas (Fateh & Mustamil, 2021). Lei et al. (2021) say that authentic leadership has a big effect on how people act, as well as how teams and organizations act. Leaders who act in an honest way can make their team members feel safer, which can make them more creative (Xu et al., 2017). The findings of this study suggest a positive and significant relationship between authentic leadership and employee involvement. The stronger the role of authentic leadership at PT PLN (Persero) Bengkulu City, the more employees will feel secure, supported, and motivated to generate innovative and creative ideas.

**The Influence of Perceived Organizational Support on Employee Creativity.** The results of testing the second hypothesis showed that there was no significant link between how much help employees felt from their bosses and their creativity. As shown by a p-value of 0.797 being greater than 0.05 and a t-statistic value of 0.257 being less than 1.96, this was true. This means that the second theory of the study is not true. According to Ibrahim et al. (2016), creativity among employees is positively and significantly affected by perceived organizational support, which is different from what the previous study found. The results of this study agree with those of Suifan et al. (2018), who showed that help from the company does not have a big effect on individuals' creativity at work. Despite the efforts of companies to provide support to employees, including work facilities and specific policies, the findings of this study suggest that this support is inadequate to foster creativity among employees. There are other factors that have a bigger effect on employee creativity that could explain this behavior. Some of these are the type of boss, the worry for the company, procedural fairness, information sharing, and internal motivation. The offering of supporting training has also been named as a key factor in encouraging workers to be creative. It's clear that organizational support alone isn't enough to boost creativity if people aren't given the right incentives and full, helpful training.

**The Influence of Authentic Leadership on Work Engagement.** T-statistic value of 4.580 > 1.96 and p-value of 0.000 < 0.05 show that the results of the study's test of the third hypothesis were supported. The results clearly show that real leaders have a big and good effect on how engaged people are at work. Leaders who are authentic are honest and true to themselves, which motivates their people to work hard and do their best at work (Niswaty et al., 2021). How involved workers are in their work depends on how their direct bosses lead them. When leaders show true leadership behaviors, employees will take responsibility for themselves and be happy with their jobs (Başaran & Kiral, 2022). Also, workers who think their bosses are real are more likely to believe them and be interested in their work (Hsieh & Wang, 2015). The results of this study back up the research by Wirawan et al. (2020), which showed that real leadership has an effect on how engaged employees are in their work. Therefore, the presence of authentic leadership in PT PLN (Persero) Bengkulu City fosters the establishment of a more transparent and inclusive communication and corporate environment between leaders and subordinates. This, in turn, engenders a more conducive atmosphere for employees to articulate their ideas and address challenges, thereby enhancing their work engagement.

**The Influence of Perceived Organizational Support on Work Engagement.** Using the t-statistic value of 5.118 > 1.96 and the p-value of 0.000 < 0.05 to test the fourth hypothesis (H4)

showed that there is a statistically significant and positive link between perceived organizational support and work engagement. According to Adil et al. (2020), this study adds to their findings by showing that how members of an organization feel about its support have effect on their confidence to do their work and perform at normal levels. People who seem to be really interested in their jobs are seen as useful biological assets. Supporting workers has been shown to make them feel more connected to their company, which in turn motivates them to work hard to achieve their goals (Dai & Qin, 2016). Higher amounts of employee involvement are the result of this higher drive. There is evidence that workers are more engaged with their work when they feel valued and respected by their company (Jankelová et al., 2021). Perceived organizational support has been demonstrated to play a significant role in increasing employee engagement. Employees who perceive that the company pays close attention to their needs and well-being exhibit increased levels of attachment and loyalty to the organization. Consequently, employees are able to make optimal contributions, particularly in the presence of operational challenges such as power outages and network maintenance.

**The Influence of Work Engagement on Employee Creativity.** The study showed that employee engagement at work has a good and significant effect on their creativity, as shown by a t-statistic value of  $5.072 > 1.96$  and a p-value of  $0.000 < 0.05$ . It has been shown that employees who are highly engaged at work are also more creative. The results of this study add to the work of Bakker et al. (2020), which showed that job engagement has a big and positive effect on making employees more creative. How involved members are in doing the work of an organization affects how well it does its job. People who are actively involved in their work often have a protective, constructive, original, and creative mindset, and they also really want to get better (Can et al., 2025). Based on the results of the study by Joo et al. (2023), being engaged at work is a big part of making employees more creative. There is evidence that workers who are highly engaged at work, which means they are enthusiastic, dedicated, and absorbed in their tasks, are also more creative (Toyama & Mauno, 2017). The theory is that perceived organizational support, described as a rise in people's feelings of support, care and respect regarding their organization, will help them to engage in positive behaviors, such as being more involved with their work (Junça Silva & Lopes, 2023). The findings indicated that the provision of adequate support from the company PT PLN (Persero) Bengkulu City led to an enhancement in employees' perception of being valued and cared for by the company. This increased motivation among employees to actively engage in their professional responsibilities. Consequently, a favorable work environment will be established to foster creativity and innovation.

**The Influence of Authentic Leadership on Employee Creativity Mediated by Work Engagement.** The study's results show that real leadership has a good and significant effect on employee innovation as a mediator variable. The p-value of 0.003 (less than 0.05) and the t-statistic value of 3.005 (greater than 1.96), both show that this is true. Consequently, Hypothesis 6 of this study is accepted. When employees are led by real people, they are more likely to be creative and interested in their work. This is because of the unique connections that are

formed under this kind of leadership, which has been shown to have a strong positive relationship with work involvement (Mubarak & Noor, 2018). The results of Sengupta et al. (2021) support this body of study because they show that workers are inspired to be innovative at work and come up with creative solutions when they think their leaders are real. This means that real leadership has a direct effect on how creative employees are. It also helps to keep employees interested in their work, which encourages them to be bold and come up with new ideas. People who are engaged at work and see it as an important part of their lives are more likely to be creative when they are around real leadership. This means that real leadership has a direct effect on how creative employees are. It also helps to keep employees interested in their work, which encourages them to be bold and come up with new ideas. In the context of PT PLN (Persero) Bengkulu City, leaders who demonstrate genuine behavior build trust and inspire their teams to engage deeply with their tasks, which in turn enhances their creativity in developing effective and efficient solutions. Therefore, by strengthening authentic leadership practices, PT. PLN (Persero) Bengkulu City can improve employee engagement and creativity.

**The Influence of Perceived Organizational Support on Employee Creativity Mediated by Work Engagement.** It was found that the seventh hypothesis (H7) is true. This was shown by testing the idea that work involvement can have a secondary effect on how creative employees are when they feel supported by their company. It is clear that the data supports the hypothesised model because the t-statistic value of  $4.304 > 1.96$  and the p-value of  $0.000 < 0.05$  show this. It is thought that how employees feel about their organization's support will have a good and significant effect on their imagination, with work participation playing a role as an intermediary. This study backs up what Aldabbas et al. (2023) found, which is that perceived organizational support has a good and significant effect on employee creativity, which is mediated through work involvement. These results support the idea of social exchange theory, which says that workers who feel valued and supported by their company will be more inspired to do more at work, which will lead to more creative ideas. Engaging workers at work has been shown to encourage them to think outside the box in exchange for support from their bosses. In the context of PT PLN (Persero) Bengkulu City, this finding is especially relevant. Employees at PLN Bengkulu City who perceive that they receive genuine support from the company, manifesting in the form of adequate work facilities, training opportunities, and transparent communication, tend to exhibit high levels of work engagement. This initiative fosters an environment conducive to creativity and innovation, particularly in the realm of enhancing the efficiency and quality of electricity services.

### 3. CONCLUSION & SUGGESTION

A study was conducted at PT PLN (Persero) Bengkulu City, and the following findings were obtained. These findings demonstrate that the first hypothesis (H1) is accepted, namely that authentic leadership has a positive and significant effect on employee creativity. This outcome suggests that authentic leadership at PT PLN (Persero) Bengkulu City fosters an environment conducive to employee creativity, leading to the generation of novel concepts that contribute to the company's advancement. Additionally, the second hypothesis (H2) was refuted, as the

findings indicated that perceived organizational support exerted no influence on employee creativity. This finding suggests that employees' creative output is not significantly influenced by their perception of support from the company. The findings of the third hypothesis (H3) testing indicate that authentic leadership exerts a positive and significant influence on employee work engagement. Authentic leadership has been demonstrated to enhance employee engagement in their work. Moreover, the fourth hypothesis (H4) is substantiated, indicating that perceived organizational support exerts a positive and significant influence on employee work engagement. The findings suggest a positive correlation between employee engagement and support from the company. Specifically, the data indicates that employees who experience a high level of support from their organization demonstrate higher levels of engagement in their work. The fifth hypothesis (H5) is also accepted, which states that work engagement has a significant positive effect on employee creativity. Consequently, employees who demonstrate a higher degree of engagement in their work tend to exhibit elevated levels of creativity. Moreover, the findings of the sixth hypothesis (H6) testing demonstrate that work engagement can serve as a mediator for the effect of authentic leadership on employee creativity. This suggests that the impact of authentic leadership on employee creativity is facilitated by heightened work engagement. The seventh hypothesis (H7) posits that the impact of perceived organizational support on employee creativity is further moderated by work engagement. PT PLN (Persero) Bengkulu City, indicating that the organization's support fosters creativity among employees by enhancing their work engagement.

The findings of this study can be utilised as a resource by the management of PT PLN (Persero) in Bengkulu City to enhance their awareness of organisational support for employee creativity. This will foster an environment conducive to employee creativity, thereby enhancing their enthusiasm and motivation for the advancement of the company. Furthermore, it is recommended that employees be encouraged to focus on factors that contribute to their professional competence. It is recommended that future researchers consider the development of additional variables that have the potential to influence the creativity of employees within the company.

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