Does Authentic Leadership Make Employees More Creative? Mediation & Moderation Mechanisms

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The study primarily focuses on the moderating role of perceived leader support in enhancing the impact of authentic leadership on creativity directly and via intrinsic motivation by drawing on the interactionist theory. Additionally, it investigates perceived leader support as boundary conditions of this relationship. A quantitative survey method collected multi-source data from 300 employees and their supervisors (using a multi-item survey instrument) across IT service provider firms in Bengaluru, India. SEM, factor analysis, and path analysis with SPSS AMOS version 22 were used. It is ascertained that perceived leader support moderated both the direct and indirect (via intrinsic motivation) relationship between authentic leadership and creativity. Further, perceived leader support was identified as a boundary condition of this relationship.

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Introduction

The evolving consumer landscape in the global economy has emphasized the importance of employee creativity in businesses (Sarooghi et al., 2015), crucial for gaining a competitive advantage and ensuring firm sustainability. Consequently, businesses are exploring innovative strategies to foster creativity (Shafique et al., 2020) to maintain competitiveness and longevity (Anderson et al., 2014). Many leadership philosophies have been examined for their impact on creativity, with current studies emphasizing their all-encompassing function in promoting creativity (Shang et al., 2019; Chaudhary & Panda, 2018). These philosophies include servant leadership (Yoshida et al., 2014), authentic leadership (Shang et al., 2019), transformational leadership (Koh et al., 2019), visionary leadership (Zhou et al., 2018), and empowering leadership (Ali et al., 2018).

The characteristics of authentic leadership (AL) include its emphasis on

developing self-awareness, internalized moral viewpoint, balanced information processing, and relational transparency encompassing qualities of transformational, ethical, and charismatic leadership (Walumbwa et al., 2008). Studies suggest that AL exerts a more substantial influence on employee creativity (EC) compared to other leadership styles, making it a valuable instrument for organizations aiming to foster creativity and promote innovation (Lee et al., 2020), yielding benefits for entire organizations (Lee et al., 2019). Despite theoretical support, empirical investigations into the impact of authentic leadership on employee creativity remain limited (Hughes et al., 2018). Therefore, there is a need for further exploration of the underlying mechanisms through which AL enhances employee-level creativity (Chaudhary & Panda, 2018; Xu et al., 2017). In the context of IT service organizations engaged in service innovation, leadership plays a critical role in nurturing and supporting employee creativity, particularly in navigating the challenges and risks associated with innovation (Zhang & Bartol, 2010).

AL fosters a climate conducive to learning, knowledge sharing, and intrinsic motivation among followers, thereby encouraging engagement in creative endeavors (Ahmad et al., 2015) but empirical studies examining the mediating role of intrinsic motivation (IM) remain limited (Siyal et al., 2021) and this research seeks to contribute to this area.

This study's primary rationale stems from the assertion that AL fosters a culture of learning, knowledge sharing, and intrinsic motivation among followers, facilitating engagement in creative activities (Ahmad et al., 2015). IM is recognized as a fundamental component of creativity, serving as a mechanism through which leadership influences individual creativity (Oldham & Cummings, 1996; Amabile, 1988). Furthermore, it is suggested that the impacts of intrinsic motivation on creativity are moderated by the unique dispositions of employees, based on the person-situation interaction approach (Woodman & Schoenfeldt, 1990; Woodman et al., 1993) and in line with this a conditional indirect effect model is proposed, wherein AL positively relates to employee creativity through IM, with PLS moderating the AL-IM link contributing to the AL literature by theorizing and testing IM as a mechanism linking AL to creativity and examining PLS as boundary conditions for this relationship, offering insights into when the benefits of AL on creativity are maximized (Hughes et al., 2018) and eventually enlightening us about the mechanism and moderating contingencies in the organizational context (Malik & Butt, 2017). This study contributes to the emerging authentic leadership literature (Fig.1).

Authentic Leadership Style, Intrinsic Motivation & Creativity

AL fosters innovation and creativity by promoting an environment where followers feel safe to express unconventional ideas (Avolio et al., 2004). AL is characterized by traits such as self-awareness, relational transparency, balanced information processing, and inter-

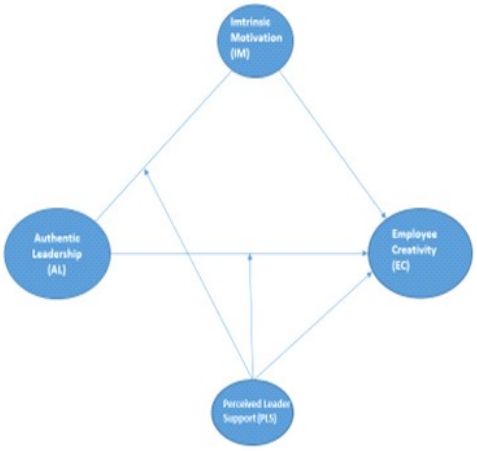
nalized moral viewpoint (Walumbwa et al., 2008). Self-awareness, crucial in AL, involves leaders understanding their strengths, weaknesses, and how they are perceived by others (Avolio et al., 2004; Chaudhary & Panda, 2018). Relational transparency encourages open communication, while balanced processing ensures unbiased decision-making (Gill & Caza, 2018). Internalized moral perspective signifies the alignment of a leader's ethical principles with their actions (Walumbwa et al., 2008). Motivation, particularly intrinsic motivation, is crucial for fostering creativity (Amabile et al., 1986; Zhang & Bartol, 2010). Intrinsic motivation, marked by joy and excitement, is closely linked to creative behavior (Gumusluoglu & Ilsev, 2009). Autonomy is essential for intrinsic motivation, and authentic leaders, by fostering a supportive workplace, encourage autonomy, thus boosting intrinsic motivation (Deci, 1971).

Employee creativity, defined as the ability to produce novel and valuable ideas, is crucial for organizational sustainability and competitiveness (Shalley et al., 2004; Nayak et al., 2011). AL has been linked with decision-making transparency, balanced information utilization, and increased autonomy, suggesting a potential connection with creativity (Nayak et al., 2011). In research, two main models of employee creativity have been highlighted: the componential model and the interactionism model (Zhou & Shalley, 2003). The componential model identifies three components: domain-relevant skills, task motivation, and creativity-relevant processes (Amabile, 1983, 1988). The interactionism concept in creative activities underscores the significance of the interaction between individuals and their environments (Woodman et al., 1993).

Research suggests leadership is key to sparking employee creativity (Zhang & Bartol, 2010). AL in particular fosters creative thinking by encouraging critical skills, supporting new ideas, and creating a trusting environment (Ribeiro et al., 2018; Xu et al., 2017). This transparency allows employees to take risks and experiment, ultimately boosting creativity (Javed et al., 2017). Studies consistently show a positive link between AL and employee creativity (Xu et al., 2017). Therefore, the following:

H1: AL is positively related with employee creativity.

Fig. 1 Conceptual Model



Authentic leaders positively impact employees' behaviors by promoting their self-determination and enhancing intrinsic work motivation

Authentic leaders positively impact employees' behaviors by promoting their self-determination and enhancing intrinsic work motivation (Ilies et al., 2005). Intrinsic motivation, characterized by an inherent desire for novelty and challenges, is recognized for its ability to stimulate creativity (Zhou & Ren, 2012). The hypothesis follows:

H2. AL is positively related to IM.

The Componential Theory of Creativity (Amabile, 1988) emphasizes the importance of motivation, particularly intrinsic motivation, as a fundamental factor for creative pursuits. It argues that creativity is fueled by intrinsic drives, necessitating an internal locus of control, as external perceptions of control can hinder creative behavior (Deci & Ryan, 1985). The strong link between intrinsic motivation and creativity is widely recognized in scholarly literature (Sajjad et al., 2020). It is hypothesized that:

H3: IM is positively related to EC.

Mediating Roles of Intrinsic Motivation

Intrinsic motivation, long considered a driver of creativity (Amabile, 1996), is a key mechanism in this research. It mediates the influence of contextual and individual factors on employee creativity (e.g., Tierney & Farmer, 2002; 2011). IM, a well-established driver of creativity (Amabile, 1988; Oldham & Cummings, 1996), is influenced by leadership. It fuels employee creativity by fostering perseverance and exploration of unconventional solutions (Amabile, 1983). This research examines how AL indirectly influences EC through IM. This exploration delves into how AL influences employees to innovate in their work within organizations. Consequently, theoretical arguments suggest that intrinsic motivation can effectively serve as a mediator. Uniquely situated within the Indian context, this research contributes to empirical studies on intrinsic motivation mediation (Siyal et al., 2021; Zhang & Bartol, 2010), aligning with principles of intrinsic motivation theory (Deci & Ryan, 1985; Oldham &Cummings, 1996).

AL fosters an environment where followers are encouraged to acquire, internalize, and disseminate knowledge, thereby leveraging their intrinsic motivation to participate in creative activities (Ahmad et al., 2015). Building upon theoretical foundations from IM theory and empirical evidence from previous studies the following hypothesis is proposed:

H4: Intrinsic Motivation mediates the positive relationship between authentic leadership and employee creativity.

PLS for Creativity as a Moderating Contingency

Leader support refers to the "expectation, approval, and practical support of

attempts to introduce new and improved ways of doing things in the work environment" (West, 1990: 315).

Leader support, encompassing both resources and emotional encouragement, fuels creativity (Amabile et al., 2004; George & Zhou, 2007). This complements moral leadership by mitigating risks inherent in creative work (George & Zhou, 2007). It is proposed that such support strengthens the positive influence of authentic leadership on employee creativity. Leader support fosters a creative environment, mitigating risks and boosting innovation success (Hughes et al., 2018). Authentic leaders, emphasizing transparency and positive behaviors, nurture intrinsic motivation, a key driver of creativity (Ilies et al., 2005; Amabile et al., 1994). This IM fuels individual creativity (Hur et al., 2018). Authentic leaders, known for their supportive and transparent demeanor, cultivate trust within the workplace (Lux et al., 2019), thereby positively shaping employee attitudes and behaviors (Walumbwa et al., 2010). Supervisor support for creativity, encompassing both instrumental and socioemotional backing, holds paramount importance for fostering creativity as it signals organizational endorsement for innovation (West, 1990). This support amplifies the positive impact of AL on IM and individual employee creativity. Leaders who support creativity communicate its significance, motivating employees to seek resources and navigate uncertainty. The relationship between AL and IM is further strengthened in environments where supervisor support for creativity is abundant. Moreover, supervisor support for creativity, with its focused attention, complements the broader moral guidance provided by ethical leaders like authentic leaders, fostering trust (Walumbwa et al., 2008; Avolio et al., 2004) and mitigating the fear of failure associated with creative endeavors (Brattström et al., 2012). In contexts where there is low supervisor support despite general normative backing from authentic leaders, employees may encounter ambiguity and feel discouraged from engaging in creative endeavors due to heightened uncertainty. Hence, it is posited the following moderation hypotheses that within the framework of the interactionist perspective of creativity (e.g., Woodman et al., 1993; Shalley et al., 2004), AL is particularly effective in nurturing creativity among employees with high levels of PLS.

Leaders who support creativity communicate its significance, motivating employees to seek resources and navigate uncertainty.

H5a: Perceived Leader Support positively moderates the relationship between Authentic Leadership and Intrinsic Motivation.

H5b: Perceived Leader Support positively moderates the indirect relationship between Authentic Leadership and Employee Creativity through intrinsic motivation.

H5c. The interaction between perceived leader support and authentic leadership significantly moderates the mediation effect of intrinsic motivation

on the relationship between authentic leadership and employee creativity, indicating a moderated mediation effect.

Participants & Data

Data were collected via a survey conducted in Bengaluru-based Indian IT service provider firms. Communication with human resources representatives ensured clarity on research objectives and respondent data security. Participants included full-time professionals like software engineers, product developers, UX/UI designers, programmers, architects, and mobile app developers, all requiring substantial creativity. This comprehensive approach facilitated vital organizational information exchanges. To mitigate common method variance, a non-experimental two-wave time-lagged survey design separated predictor (AL), mediator (IM), moderator (PLS), and outcome (creativity) variables across successive one-month intervals (Podsakoff et al., 2003). Participant anonymity and informed consent minimized self-report bias. This methodology is consistent with prior studies (e.g., Lavelle et al., 2019). From 415 distributed questionnaires, 300 supervisor-employee data pairs were successfully matched, yielding a 72% response rate.

Measurement

The 14-item Authentic Leadership Inventory (ALI Scale) by Neider & Schriesheim (2011) was used to measure authentic leadership ($\alpha = 0.94$). Participants rated their agreement with statements reflecting a leader's authenticity (e.g., "acts in accordance with stated beliefs") on a 5-point scale.

Intrinsic motivation (IM) was assessed using a 4-item scale by Bakker (2008) ($\alpha = 0.90$). Participants rated their agreement with statements about their internal drive (e.g., "I get my motivation from the work itself, and not from the reward for it"), on a 7-point Likert scale (1 = never, 7 = always).

Employee creativity (EC) was assessed using a 7-item Likert scale developed by Madjar et al. (2011) ($\alpha = 0.90$). Participants rated their agreement with statements about their creativity (e.g., "this employee incorporates fundamental changes to how things are currently done"), on a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree).

Perceived Leadership Support (PLS) was measured using a 7-point Likert scale developed by Yukl (1998) ($\alpha = 0.81$). The scale included three response categories ranging from "Strongly Disagree" to "Strongly Agree." Participants indicated their perceptions of supervisor support, for instance, by rating their agreement with statements like "My supervisor offers advice or assistance with difficult innovation tasks."

Control Variables

Consistent with the recommendations from prior studies (Bouckenooghe & Menguç, 2018), this investigation aimed to explore the influence of control vari-

ables on employee creativity (EC). These control variables included age, gender, tenure, and education to diminish the potential for confounding effects from other factors.

Data Analysis & Findings

The study's variables' means, standard deviations, and correlation coefficients are displayed in Table 1.

Table 1 Means, Standard Deviation, Correlation

	AL	IM	PLS	EC	MEAN	STD DEVIATION
AL	1				3.6648	.80333
IM	.322**	1			3.5867	1.12325
PLS	.218**	.359**	1		3.5567	1.08336
EC	.573**	.352**	.322**	1	3.4524	.87533

**Correlation is significant at the 0.01 level (2-tailed).

Appendix 1 provides the demographics of the respondents.

Measurement Model Fit & Confirmatory Factor Analysis

The results from the measurement model demonstrate a strong fit to the data, as evidenced by various goodness-of-fit indices: CMIN/DF = 2.045 (p = .000), RMSEA = 0.059, GFI = 0.845, CFI = 0.929, and TLI = 0.921. Even though the chi-square test produced statistically significant results, it is widely known that this statistic can be sensitive to sample size and can be significant even in cases when the differences between the covariances that are observed and those that are suggested by the model are rather minor (Kline, 1998). Hence, multiple indices are employed to assess the model fit, in line with recommendations from SEM scholars (e.g., Bollen, 1989). Confirmatory factor analysis (CFA) conducted in AMOS further supported the adequacy of this measurement model, with a CMIN/DF ratio of 2.045 (p = .000), RMSEA of 0.059, GFI of 0.845, CFI of 0.929, and TLI of 0.921. Additionally, the standardized root mean squared residual (SRMR) value of 0.04 was below the recommended threshold of 0.08, indicating a favorable model fit (Henseler et al., 2016). Average variance extracted (AVE) values for all constructs ranged from 0.56 to 0.70, meeting the acceptable threshold suggested by Hair et al. (2017). Moreover, composite reliability values ranged from 0.81 to 0.94, indicating satisfactory scale reliability. To assess discriminant validity, the approach outlined by Fornell and Larcker (1981) is followed. The square roots of the AVE values were consistently greater than all corresponding correlations, indicating discriminant validity. Additionally, none of the individual correlations between latent constructs (ranging from 0.21 to 0.57) exceeded their respective reliabilities (ranging from 0.81 to 0.94), further confirming discriminant validity.

Structural Model Analyses

AL has a significant effect on EC (β=0.493, p=0.000); as the p-value is less

than 0.05 and AL has a positive relationship with EC. H1 is supported. AL has a significant effect on IM (β=0.393, p=0.000); as the P-value is less than 0.05 and AL has a positive relationship with IM. H2 is supported. IM has a significant effect on EC (β=0.118, p=0.001); as the P-value is less than 0.05 and intrinsic motivation is positively related to employee creativity. H3 is supported. To evaluate the significance of intrinsic motivation (IM) as a mediator in the relationship between authentic leadership (AL) and employee creativity, bias-corrected 95% confidence intervals (CIs) were computed using bootstrapping with 5000 resamples (Table 2, Fig. 2). Hypothesis 4 (H4) is supported. Additionally, the Variance Accounted For (VAF) was calculated as 0.0853 to estimate the proportion of variance explained by the mediator, indicating a partially mediating role of IM in the effect of authentic leadership on employee creativity.

Table 2 Mediation Analysis

Variables	With Mediation Variable (total effect)	With Mediation Variable (direct effect)	With Mediation Variable (indirect effect)	Result
ALC relationship with EC	Standardized Estimation is 0.492 and it is Significant (P value is 0.000)	Standardized Estimation is 0.450 and it is Significant (P value is 0.000)	Standardized estimation is 0.042 and it is significant(P value is 0.003)	IM is Mediating the relationship between ALC and EC. Since, Indirect Effect is significant, and Direct effect is significant as well; it is a case of partial mediation.
VAF (Variance Accounted For)	0.042/0.492=8.53%			8.53 percent variance of EC is explained by AL indirectly via IM.

Moderated Mediation Analysis (PROCESS MACRO):

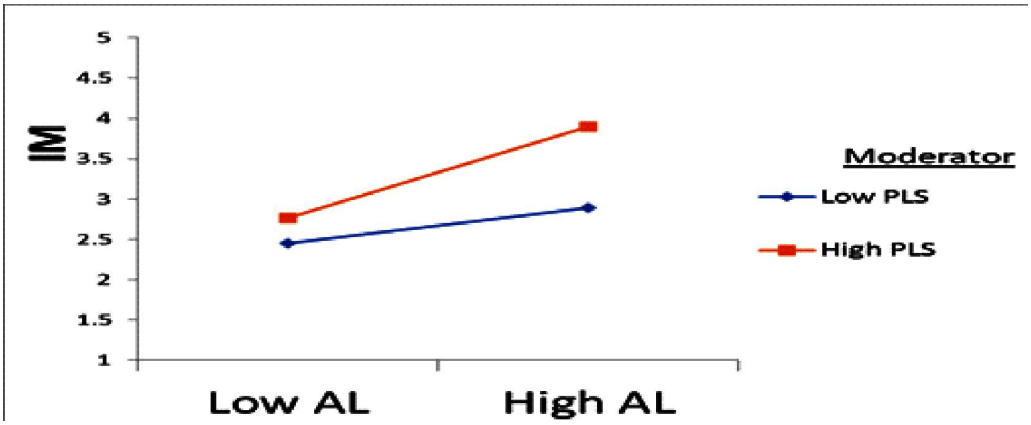
The primary objective of the study was to explore the moderated mediation model, assessing whether the mediational process is contingent on the level of PLS. Hypotheses were tested using the SPSS PROCESS Macro (Model 8), Version 4.0, the aim was to investigate whether the mediation effects varied across different levels of PLS (Hayes, 2018). The model included AL as the independent variable, IM as the mediator, EC as the dependent variable, and PLS as the moderator. Using PROCESS (MODEL 8) and a 95% CI bootstrap sample of 5000 with PLS included as a moderator, H5a, H5b, and H5c were examined. The findings support H5a as the results show that the direct effect of AL on IM was significantly moderated by PLS (β =0.3926,

p= .000). To further probe this significant interaction, a simple slope test was conducted (Aiken & West, 1991). According to the two regression lines in Fig. 3, there is a greater effect of EMF on CPE in situations where ET is high (1 SD above the mean) than in those where ET is low (1 SD below the mean).

In keeping with Hypothesis 5b, the AL*PLS interaction significantly affects EC (β = 0.1729, p= 0.0080). Examining the conditional indirect effect results, on the other hand, reveals a substantial influence of PLS on EC at three different levels: low (β-low = 0.0205, 95 % CI = -.0012 to 0.587); average (β-average = 0.0392, 95 % CI = 0.0041 to 0.865); and high (β-high = 0.0579, 95 % CI = 0.0058 to 0.1272). This shows that PLS does moderate the effect of AL on EC but as PLS increases, the influence of AL on EC increases but the effect becomes insignificant when the PLS is below the mean level indicating that leader support is very important. Hence, H5b was supported.

Further conditional indirect effects (in SPSS PROCESS MACRO) between AL and employee creativity through IM (Table 3) is assessed. As the indirect relationship between AL and EC via IM was stronger when PLS was high (b-high = 0.0579, 95 % CI = 0.0058 to 0.1272) and insignificant when PLS was low (b-low = 0.0205, 95% CI = -.0012 to 0.587), the bootstrapping results demonstrate that the conditional indirect effect is positively significant and strong. Also, there was a significant moderated mediation (Index = 0.083, SE = 0.040, 95% CI = [0.018 to 0.173]. H5c was therefore supported.

Fig. 2 Slope Analysis



Note: Authentic Leadership (AL) and Intrinsic Motivation (IM)- Moderator - Perceived Leader Support (PLS)

Discussion

Rooted in Interactionist Perspectives theory (Woodman & Schoenfeldt, 1990; Woodman et al., 1993), this study introduces a moderated mediation model to examine how AL influences employee creativity within the Indian

Table 3 Conditional Process Analysis

	ß	SE	t	p
Mediator Model (Outcome: IM)				
constant	3.5540	.0592	60.0500	.0000
AL	.3926	.0751	5.2290	.0000
PLS	.3283	.0551	5.9580	.0000
AL*PLS	.1729	.0647	2.6704	.0080
Dependent Variable Model (Outcome: EC)				
constant	3.0898	.1482	20.8549	.0000
AL	.5448	.0541	10.0687	.0000
IM	.0998	.0401	2.4900	.0133
PLS	.1376	.0402	3.4224	.0007
AL*PLS	.0246	.0452	.5445	.5865
Conditional direct effect at PLS = M+- 1SD				
	Value	Boot SE	LLCI	ULCI
M (-1SD)	.5181	.0650	.3901	.6461
M	.5448	.0541	.4383	.6513
M (+1SD)	.5714	.0801	.4138	.7290
Conditional indirect effect at PLS = M+- 1SD				
	Value	Boot SE	LLCI	ULCI
M (-1SD)	.0205	.0157	-.0012	.0587
M	.0392	.0214	.0041	.0865
M (+1SD)	.0579	.0312	.0058	.1272
Index of moderated mediation				
	Index	BootSE	BootLLCI	BootULCI
PLS	.0173	.0115	.0002	.0445

Note: N=320. Unstandardized regression coefficients are reported. Bootstrap sample size = 5000, LL=Lower Limit, CI = Confidence Interval, UL = Upper Limit.

IT service industry. It delineates two pathways from AL to creativity, highlighting the indirect impact through IM at the employee level, moderated by PLS. AL, characterized by traits like transparency and moral integrity, is posited to enhance relationships with subordinates, thus fostering creativity (Walumbwa et al., 2010). The study significantly advances understanding by uncovering both the direct and indirect effects of AL on EC. It identifies IM as a crucial mechanism in the AL-EC relationship, aligning with IM theory. Particularly noteworthy is the moderated mediation model, which explores

The findings suggest that environments, where authentic leaders and employees share intrinsic motivation, are conducive to enhanced creative performance.

PLS as a moderator in the AL-IM mediation process (Hayes, 2013). The study underscores that under conditions of high PLS, the indirect effects of AL on EC via IM are robust compared to low PLS environments, highlighting PLS as a critical boundary condition. Moreover, the findings suggest that environments, where authentic leaders and employees share intrinsic motivation, are conducive to enhanced creative performance. These results resonate with Social Exchange Theory (SET) principles, suggesting that perceived support from leaders fosters reciprocity and positive leader-employee relationships, thereby promoting creativity (Blau, 1964; Siyal, 2018).

In essence, this study illuminates the intricate dynamics among leadership, employee motivation, and creativity in organizations. By identifying PLS as a boundary condition, it offers insights into optimizing the benefits of authentic leadership for fostering employee creativity. These findings contribute to a nuanced understanding of organizational processes and underscore the importance of situational factors in creativity research.

Theoretical Implications

This study enhances AL theory by revealing a detailed mechanism that impacts employees' creative behavior in Indian IT service providers. Theoretical advancements include expanding the literature on employee creativity, intrinsic motivation, and authentic leadership within this specific context. Notably, the research uniquely explores how intrinsic motivation mediates the interactive dynamics of authentic leadership and creativity. The use of multisource data collection methods helps mitigate common method biases, while a comprehensive examination of all four dimensions of authentic leadership provides a holistic perspective, addressing previous research limitations in the field.

Managerial Implications

This research underscores the importance of authenticity in leaders, (Hoch et al., 2018) particularly in Asian IT service-provider organizations navigating dynamic markets (Sigala & Kyriakidou, 2015). It highlights how authentic leadership influences employee creativity through intrinsic motivation, urging practitioners to adopt authentic leadership practices to foster a culture of creativity. The study also recommends recruiting employees with a high risk-taking propensity to maximize the impact of authentic leadership on creativity and thereby, leveraging authentic leadership for organizational effectiveness.

Limitations & Future Research Directions

Despite yielding promising results, this study has its limitations. Establishing a clear cause-and-effect relationship among the studied constructs was challenging despite that the data was gathered from multiple sources. Future research could benefit from longitudinal designs to better capture how authentic leadership influences creativity over time. Additionally, this study focused on

IT service providers in India, suggesting a need for broader sectoral and cultural diversity to enhance generalizability (Hoch et al., 2018). Furthermore, it is emphasized that, authentic leadership (AL) and intrinsic motivation being drivers of creativity, future studies should also consider other potential moderators, such as employees' awareness of creativity's importance (Zhang et al., 2022). Exploring these factors could provide a more comprehensive understanding of creativity dynamics. The current model, integrating leadership style and leader support, aligns with the interactionist approach (Woodman & Schoenfeldt, 1990; Woodman et al., 1993), supported by empirical evidence. However, the predominant Western focus in creativity studies (Gupta et al., 2017) emphasizes the need for cross-cultural validation to enhance generalizability (Hüffmeier et al., 2016). This study aims to fill these gaps by connecting authentic leadership, intrinsic motivation, and creativity theories, addressing the lack of non-Western perspectives (Xu et al., 2017). Additionally, it underscores the importance for Asian organizations to foster authenticity in their leaders (Hoch et al., 2018; Imam et al., 2020).

Conclusion

Rooted in Interactionist theory, this study explores how AL style influences employee creativity in Southern Asia, particularly in India—a region underrepresented in research despite its predominantly collectivistic culture. The findings align with existing literature and investigate how perceived leadership support moderates AL's impact on intrinsic motivation. This enhances creativity, advancing AL theory understanding. The study proposes a framework for future research on AL's role in fostering creativity, with managerial strategies to maximize benefits. It underscores PLS as crucial in enhancing AL's positive effects on creativity via intrinsic motivation, highlighting their role in cultivating supportive work environments.

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Appendix 1 Demographics of Respondents (n=300)

Demographics	Frequency	Percentage
Gender		
Male	228	76
Female	72	24
Education Level		
Bachelor's Degree /Diploma Degree	258	86
Master's Degree/Doctorate	42	15
Job Tenure		
0 to 5 years	144	48
6 to 10 years	96	32
11 to 20 years	51	17
21 to 30 years	9	3
Age		
18- 29 years of age	105	35
30- 39 years of age	117	39
40- 49 years of age	69	23
50- 59 years of age	9	3