International Journal of Human Capital Management
E-ISSN 2580-9164
Vol. 8, No. 2, December 2024, p 49-60

Available online at
http://journal.unj.ac.id/unj/index.php/ijhcm

THE ROLE OF CREATIVE SELF-EFFICACY ON THE PROACTIVE PERSONALITY AND SELF- LEADERSHIP TO INNOVATIVE WORK BEHAVIOR RELATIONSHIP

Ghana Yoga Mahardika*)
Universitas Negeri Jakarta
Email: Yogaghana152@gmail.com

Corry Yohana
Universitas Negeri Jakarta
Email: corryyohana@unj.ac.id

Achmad Fauzi
Universitas Negeri Jakarta
Email: fau_smart@unj.ac.id

ABSTRACT

This study examines the role of proactive personality (PP) and self-leadership (SL) in the innovative work behavior (IWB) of employees at the Bodhi Prasadha Foundation. In addition, the purpose of this study is to investigate the mediating effect of creative self-efficacy (CSE) on the relationship between proactive personality (PP) and self-leadership (SL) with Innovative Work Behavior (IWB) of employees at the Bodhi Prasadha Foundation. Primary data were collected from employees at the Bodhi Prasadha Foundation. Structural Equation Modeling (SEM) was used to analyze the data and identify direct and indirect effects. The findings show a significant positive impact of self-leadership (SL) on the Innovative work behavior of employees at the Bodhi Prasadha Foundation. In addition, self-leadership (SL) was found to have a direct and indirect effect on Innovative work behavior (IWB), with the indirect effect mediated by creative self-efficacy (CSE). This finding highlights the importance of having programs that help people become better at leading themselves, such as classes on how to manage one's own actions, things that make employees want to do their best, setting goals for oneself, and managing how to act. By strengthening self-leadership, companies can increase the creative confidence of their employees, which will improve IWB. Companies should not rely solely on people who are naturally ready to take on responsibility when recruiting them, as this study shows that readiness to take on responsibility does not always help in generating new ideas if there is insufficient mental and company support.

Keywords: *Proactive Personality, Self-Leadership, Creative Self-Efficacy, Innovative work behavior.*

Publish: December, 2024

How to Cite:
Mahardika, G.Y., Yohana, C., & Fauzi, A. (2024). The Role of Creative Self-Efficacy on The Proactive Personality and Self- Leadership to Innovative Work Behavior Relationship. *International Journal of Human Capital Management, 8(2), 49-60. Special Issue: International Management Science Conference (IMSC) 2024*. https://doi.org/10.21009/IJHCM.08.02.4

INTRODUCTION

In today's knowledge economy and Industrial Revolution era, organizations need to continuously innovate to remain competitive and survive. An organization's ability to adapt to market changes depends on the ability of its members to behave innovatively. Innovative Work Behavior (IWB) has become an important element that is not only the concern of the Research and Development team; innovation is considered a voluntary behavior that goes beyond the tasks expected of all employees, regardless of their function or hierarchical level (French et al., 2022). Innovative Work Behavior relates to the ability and enthusiasm of employees in creating innovative ideas that focus on idea development, promotion (support), and implementation to improve products, services, or work methods (Abd-Elmoghith et al., 2024; Srirahayu et al., 2023). However, developing Innovative Work Behavior is not an easy task. This is because there are several factors that need to be considered, such as personal, interpersonal/team, and organizational factors (Srirahayu et al., 2023). Organizations tend to struggle with IWB because innovation is inherently risky, sometimes irregular, and requires efforts beyond formal job descriptions (Guo et al., 2023; Kyambade et al., 2024; Riaz et al., 2023).

The lack of support from management, combined with an unsupportive organizational culture that claims the need for innovation but in practice implements rigid structures, complex bureaucracy, and a culture that punishes failure (Adam, 2022; Jindal et al., 2024). This situation creates an environment where employees are ultimately afraid to take risks or propose untested ideas. Instead of experimenting, employees sometimes tend to play it safe and stick to existing work standards. Without real support in the form of resources, time, and most importantly, leeway for mistakes, innovative ideas will hardly emerge and develop at the employee level. Another obstacle to innovative work behavior also stems from ineffective communication; in other words, a lack of collaboration and knowledge exchange between teams hinders the refinement of ideas, so that brilliant ideas often die due to a lack of clear channels for articulation or get stuck in isolated parts of the organization between departments (Lainidi et al., 2023; Miles et al., 2023; Xing & Li, 2022). In this case, internal individual attributes, such as personality type and the ability to lead oneself, become highly relevant predictors. Among the many attributes underlying this relationship, three attributes stand out: creative self-efficacy, proactive personality, and self-leadership are the constructs that are the focus of this study.

Creative Self-Efficacy (CSE) is a key psychological factor that encourages employees to dare to generate new ideas, confidently promote ideas, and consistently implement innovations. This shows that creative self-efficacy influences a person to innovate (Khan et al., 2023). Creative Self-Efficacy plays an important role as a mediating variable because it is able to connect the factors of proactive personality and self-leadership with innovative behavior. (Khan et al., 2023; Newman et al., 2018). Proactive personality is defined as an individual's stable tendency to actively

take the initiative to influence and change their environment (Cai, 2024; Kilic et al., 2024; Taşkıran et al., 2025; Yang et al., 2025). Individuals with proactive personalities do not passively wait for orders; they are agents of change who identify opportunities, take action, and persevere until change occurs. This characteristic is a natural basis for engaging in innovative behavior, which is precisely about changing paradigms (Kilic et al., 2024). On the other hand, individuals regulate their own behavior using specific cognitive and behavioral strategies to create innovation in their work (Kang et al., 2022; Wang et al., 2024). This includes the ability to set challenging personal goals, use imagination to visualize success, design reward systems for oneself, and engage in self-evaluation of performance, known as self-leadership. In an increasingly dynamic workplace context that demands continuous innovation, the ability to lead oneself is a prerequisite for employees to stay focused, self-motivated, and constantly seek better ways to perform their tasks (Kang et al., 2022; Liu et al., 2023; Park & Byon, 2024).

Based on the above description, this study aims to investigate the influence of Proactive Personality, Self-Leadership, and Creative Self-Efficacy on Innovative Work Behavior, both partially and causally. By understanding these dynamics, organizations can design more appropriate interventions, both in the employee selection process and development programs, in order to build a sustainable culture of innovation.

LITERATURE REVIEW

1. Innovative Work Behavior

West & Farr (1990) defining innovative work behavior as employee behavior aimed at generating, introducing, and implementing new ideas that are deliberately carried out in order to benefit the job role or organization. Scott & Bruce (1994) Defining innovative work behavior as employee behavior aimed at generating, introducing, and implementing new ideas that are deliberately carried out in order to benefit the job role or organization. Janssen (2000) efines IWB as deliberate individual behavior in generating, introducing, and applying new ideas in the workplace, whether for individual roles, groups, or the organization as a whole. De Jong & Den Hartog (2010) further developed this definition by emphasizing that IWB does not stop at idea creation, but also requires the ability of individuals to advocate, gain support, and actually realize these ideas into real innovations. It can be concluded that IWB is proactive, creative, and applicable behavior that emphasizes the real contribution of employees to the organizational innovation process. Indicators that can be used to measure innovative work behavior include Exploration & Experimentation (the courage to try new things despite the risk of failure), Learning from Feedback (using feedback to improve ideas), and Collaboration in Innovation (working across teams to realize innovation)(De Jong & Den Hartog, 2010; Khan et al., 2023; Li et al., 2022)

2. Proactive Personality and Innovative Work Behavior

Bateman & Crant (1993) define proactive personality as a stable disposition that drives individuals to identify opportunities and act on them, show initiative, and persevere until meaningful change occurs. In other words, proactive individuals tend not to wait for directions or circumstances to change, but rather strive to create change themselves. According to Crant (2000) a proactive personality is someone who is able to seek opportunities to improve themselves or their organization, take the initiative to act without waiting for instructions, persevere in the face of obstacles until goals are achieved, and be oriented toward positive change.

Proactive individuals are more likely to engage in innovative behavior because they are more active in seeking and utilizing opportunities, thereby possessing greater knowledge creation capabilities and more Innovative Work Behavior (Hanif & Sarwat, 2022; Li et al., 2022). A proactive personality is reflected in several key tendencies such as Scanning for Opportunities (always looking for ways to do things better and seeking opportunities even when the situation seems limited), Taking Initiative (acting without being asked or ordered, and striving to influence the environment), Perseverance (having the drive to create positive change, and not being satisfied with simply accepting circumstances, but striving to improve the situation), and Effecting Change (not giving up easily when faced with obstacles, and being consistent until the desired results are achieved) (Bateman & Crant, 1993; J. , M. Crant, 1996).

H2 : Proactive personality has a significant impact on the innovative work behavior.

3. Self-Leadership and Innovative Work Behavior

Manz (1986) first introduced the term self-leadership as a set of behavioral and cognitive strategies used by individuals to direct themselves toward optimal performance. Houghton & Neck (2002) explain that self-leadership is an extension of self-management, as it not only emphasizes behavioral control but also includes self-influence through internal motivation and positive thinking. Neck & Houghton (2006) define self-leadership as a comprehensive self-regulation process, which involves behavioral strategies, self-reward, and constructive mindsets to direct actions towards personal effectiveness. It can be concluded that self-leadership is an extension of self-management, focusing on behavioral control, and includes the impact of internal motivation and positive attitudes.

Self-leadership encourages employees to learn independently and build social networks that facilitate the exchange of ideas, so that individuals who lead themselves tend to be able to take initiative and contribute innovative ideas and actions in their daily work (Boonyarit, 2023; Kang et al., 2022). Self-leadership strategies enhance creative confidence and knowledge-sharing tendencies, which encourage the generation and implementation of ideas (Khan et al., 2023; Mantik et al., 2024a).

To help individuals manage the behaviors necessary to be consistent with the goals of self-leadership indicators, namely self-observation (individuals monitor their own behavior), self-goal setting (setting clear personal goals), self-reward (rewarding oneself when successfully achieving targets), self-punishment (reflection or negative consequences for personal failure), and self-cueing (the use of visual/symbolic reminders to maintain positive behavior) (Houghton & Neck, 2002; Neck & Houghton, 2006).

H2 : Self-leadership has a significant impact on the innovative work behavior.

4. Proactive Personality, Self-Leadership, Creative Self-Efficacy and Innovative Work Behavior

Creative self-efficacy is an individual's belief in their ability to generate new ideas, innovative solutions, and display creative behavior in certain situations. This concept originates from Bandura's (1977), theory of self-efficacy, which emphasizes that a person's belief in their abilities will influence their behavior, motivation, and performance outcomes. In the context of creativity, CSE is an important predictor of innovative behavior. Creative self-efficacy is the belief that one has the ability to produce creative outcomes. CSE reflects an individual’s confidence in his or her ability to solve problems creatively and generate novel ideas (Tierney & Farmer, 2002, 2011). According to Mathisen & Bronnick (2009), creative self-efficacy is an individual's belief that they have the ability to successfully participate in creative performance. Karwowski et al. (2013) emphasize that CSE is not only a cognitive belief, but also influences the extent to which individuals dare to take risks in creative thinking and acting. The indicators that can be used to measure creative self-efficacy are belief in

creative ability, expectation of creative success, and willingness to take risks in creativity (Karwowski et al., 2013; Mathisen & Bronnick, 2009; Tierney & Farmer, 2002)

Adapting to global trends, a person with a proactive personality will seek opportunities, take initiative, and make an impact in the workplace. This disposition encourages experiences (mastery, challenge seeking, feedback) that develop an individual's self-confidence, or self-efficacy, in being able to "act creatively" or creative self-efficacy (CSE). A higher level of creative self-efficacy then increases an individual's chances of engaging in innovative behavior in the workplace. Several studies have proven that creative self-efficacy can encourage a person's proactive personality to increase innovative work behavior (Choi et al., 2021; Dai et al., 2024). Self-leadership provides conditions/working methods for individuals that enable them to develop creative self-efficacy, experience, and a mindset that supports the belief that they can generate creative self-efficacy, which then encourages innovative work behavior. Several studies have proven that creative self-efficacy can encourage a person's proactive personality to improve innovative work behavior (Khan et al., 2023; Mantik et al., 2024b; Saputri & Pusparini, 2025)

H3: Creative self-efficacy mediates the relationship between proactive personality and the innovative work behavior.

H4: Creative self-efficacy mediates the relationship between self-leadership and the innovative work behavior.

METHODOLOGY

Research design is a pattern or plan created to support the process of collecting, measuring, and analyzing data based on the research questions of the study. Therefore, in this research opportunity, the author chose quantitative research (Sekaran & Bougie, 2016). Quantitative methods are methods for testing certain theories by examining the relationships between variables. The variables in question are measured using research instruments, so that the data obtained consists of numbers that can be analyzed using statistical procedures (Creswell & David Creswell, 2018). In this study, the author used data from primary data and survey results. In addition, to complement the research material, the author also used secondary data to reinforce the primary data and survey results. This study was conducted to understand, describe, and analyze causal relationships (cause and effect/reciprocity) and to examine the influence of Proactive Personality (X1) and Self-Leadership (X2) on Innovative Work Behavior (Y) and to test whether Creative Self-Efficacy (X3) mediates Proactive Personality (X1) and Self-Leadership (X2) on Innovative Work Behavior (Y). Leadership (X2) on Innovative Work Behavior (Y) and to examine whether Creative Self-Efficacy (X3) mediates Proactive Personality (X1) and Self-Leadership (X2) on Innovative Work Behavior (Y2).

The samples in this study came from the Boddhi Prasadha Foundation, a non-profit organization whose functions extend beyond religious activities to include social and community aspects. These activities include (1) educational activities, such as managing Sunday schools or Dharma classes to teach children and adults about Buddhism, its values, and its scriptures (sutras). (2) Social Work, which involves social activities such as providing necessities, food packages, and monetary donations to eligible members of the community, regardless of religion. (3) Cultural Center, which is used by the surrounding Buddhist community as a center for social activities and cultural events. The respondents in this study were employees working at the Boddhi Prasadha Foundation, where the researcher used the entire population as a sample consisting of 100 employees. To collect the required data, this study used a survey method through the distribution of a Likert scale questionnaire (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree). This study used SmartPLS version 3.0 Partial Least Square (PLS) software for data analysis. This method is a structural equation model based on variance in testing measurement

models and structural models. Therefore, in the process of testing validity and reliability, a measurement model was used, and a structural model was used to test causality.

This study utilizes Partial Least Squares (PLS) with the SmartPLS 3.0 package — PLS is a method suitable for conducting SEM on relatively small samples and composite models (Suryani et al., 2024). The research model proposed in this study is illustrated in Figure 1. The model explains the relationship between independent and dependent variables, with the presence of intervening variables.

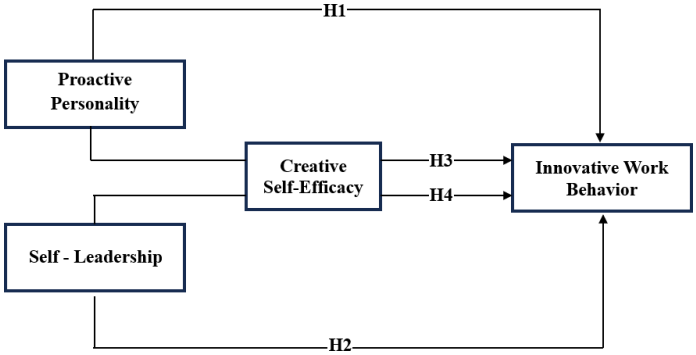

Figure 1. Research model

RESULT AND DISCUSSION

RESULT

Hair et al., (2019) Explaining the measurement model determines the relationship between latent variables and their observed indicators, providing evidence of construct reliability and validity. The measurement model (outer model) is used to assess the reliability and validity of research instruments that represent latent constructs through their indicators (Ghozali & Latan, 2014). Ditambahkan oleh Henseler, et al (2015) added that in PLS path modeling, the measurement model determines the relationship between observed variables and corresponding latent constructs. The measurement model in this study can be seen in Figure 2.

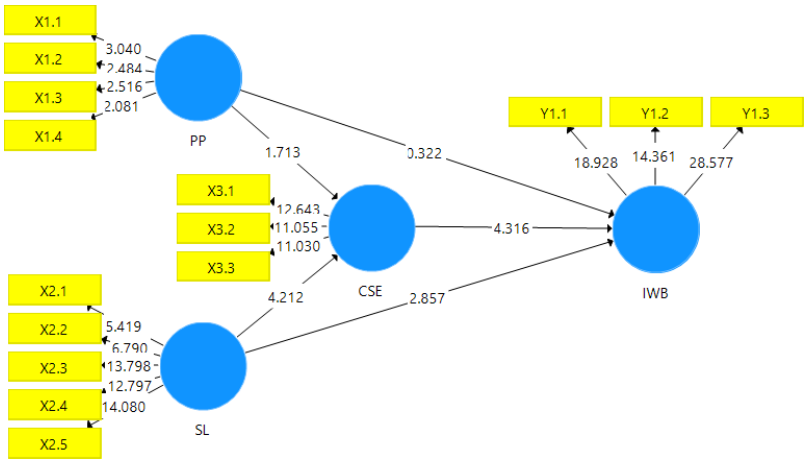

Figure 2. Measurement model

An instrument is said to meet convergent validity testing if it has a loading factor value > 0.5 (Hair et al., 2019). The results of convergent validity testing with loading factors are presented in Table 1.

Table 1. Loading Factor

Variable	Indicator	Loading Factors
Proactive Work Behavior	Scanning for Opportunities	0,869
	Taking Initiative	0,730
	Perseverance	0,735
	Effecting Change	0,605
Self-Leadership	Self-Observation	0,664
	Self-Goal Setting	0,691
	Self-Reward	0,825
	Self-Punishment	0,799
	Self-Cueing	0,813
Creative Self-Efficacy	Creative Ability	0,792
	Expectation of Creative Success	0,813
	Willingness to take risks in creativity	0,805
Innovative Work Behavior	Exploration & Experimentation	0,828
	Learning from Feedback	0,807
	Collaboration in Innovation	0,871

Source(s): Authors' own creation

Henseler et al. (2015) argues that there are new criteria for testing discriminant validity, namely by looking at the results of the Heterotrait-Monotrait Ratio (HTMT) matrix in PLS. It recommends that the measurement value should be less than 0.85, and although values above 0.85 up to a maximum of 0.90 are still considered sufficient, the HTMT matrix can be seen in Table 2.

Table 2. Heterotrait-Monotrait Ratio (HTMT)

Variable	CSE	IWB	PP	SL
CSE				
IWB	**0,544**			
PP	0,158	**0,108**		
SL	0,340	0,451	**0,499**	

Source(s): Authors' own creation

Menurut Ghozali dan Latan (2014) Composite reliability testing aims to test the reliability of instruments in a research model. If all latent variable values have a Composite Reliability value > 0.7 and Cronbach's Alpha > 0.7, this means that the construct has good reliability or that the questionnaire used as a tool in this study is reliable or consistent. Reliability testing is used to determine the consistency of research instruments, so that they are always consistent when used to collect data. The results of the Composite Reliability and Cronbach's Alpha calculations can be seen in the summary presented in Table 3.

Table 3. Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CSE	0,727	0,731	0,845	0,645
IWB	0,787	0,801	0,874	0,698
PP	0,796	0,820	0,827	0,548
SL	0,820	0,844	0,872	0,580

Source(s): Authors' own creation

In Structural Equation Modeling (SEM) analysis using PLS, R-Square values are categorized into several categories, namely strong: $R^2 > 0.67$, moderate: $0.33 < R^2 < 0.67$, and weak: $0.19 < R^2 < 0.33$. (Chin, 1998). The R^2 results can be seen in Table 4..

Table 4. R Square (R^2)

Variable	R Square	R Square Adjusted	Description
CSE	0,128	0,110	Moderate
IWB	0,263	0,240	Moderate

Source(s): Authors' own creation

Effect Size (f^2) is used to determine the proportion of variance in the exogenous variable relative to the endogenous variable. The values of f^2 of 0.02, 0.15, and 0.35 can be interpreted as indicating that the latent variable predictor has a small, moderate, and large effect at the structural level, respectively.(Chin, 1998). Hasil f^2 dapat dilihat pada Tabel 5.

Table 5. F Square (f^2)

Influence	f^2	Description
(PP) => (CSE)	0,063	moderate
(PP) => (IWB)	0,002	small
(SL) => (CSE)	0,133	moderate
(SL) => (IWB)	0,077	moderate
(CSE) => (IWB)	0,150	moderate

Source(s): Authors' own creation

Predictive relevance testing (Q^2) serves to validate the model. This measurement is suitable for use if the endogenous latent variable has a reflective measurement model. Predictive relevance Q^2 values are 0.002 (weak), 0.15 (moderate), and 0.35 (strong). The predictive relevance (Q^2) result is considered good if the value is > 0, which indicates that the exogenous latent variables are good (appropriate) as explanatory variables capable of predicting their endogenous variables and vice versa if the predictive relevance (Q^2) result is < 0, proving that the model lacks predictive relevance. The predictive relevance (Q^2) results in this study can be seen in Table 6.

Table 6. Predictive relevance testing (Q^2)

Variable	SSO	SSE	Q^2 (=1-SSE/SSO)	Description
CSE	300,000	282,973	0,057	moderate
IWB	300,000	253,233	0,156	moderate
PP	400,000	400,000	1,000	strong
SL	500,000	500,000	1,000	strong

Source(s): Authors' own creation

Significance testing is used to test whether there is an effect of exogenous variables on endogenous variables. The testing criteria state that if the T-statistics value is ≥ T-table (1,98) or the P-value is < significant alpha 5% or 0.05, then there is a significant effect of exogenous variables on endogenous variables. The results of the significance test and model can be found in Table 7.

Table 7. Direct Effect Test Results

Influence	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
CSE -> IWB	0,356	0,359	0,082	4,371	**0,000**
PP -> CSE	-0,253	-0,215	0,149	1,698	**0,090**
PP -> IWB	0,041	0,033	0,129	0,317	**0,751**
SL -> CSE	0,369	0,359	0,092	4,028	**0,000**
SL -> IWB	0,275	0,278	0,098	2,801	**0,005**

Source(s): Authors' own creation

An indirect effect test was conducted to determine the magnitude of the indirect effect between variables. This test was performed using the bootstrapping method. The results of the indirect test can be seen in Table 8.

Table 8. Indirect Effect Test Results

Influence	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
PP ->CSE -> IWB	-0,090	-0,078	0,058	1,564	**0,119**
SL -> CSE-> IWB	0,131	0,130	0,047	2,788	**0,005**

Source(s): Authors' own creation

Results contains the answers to the problems of research in quantitative and / or qualitative in a clear, precise and complete that can use the information in the form of pictures / graphs / tables / actual description.

DISCUSSION

The results of this study indicate that proactive personality does not have a significant effect on innovative work behavior (IWB). The insignificant effect of proactive personality in this study can be explained by the possibility that individuals with proactive tendencies do not necessarily obtain contextual support or adequate resources to transform their ideas into innovative behavior (Parker et al., 2010). In other words, even though someone has an internal drive to act proactively, without organizational support and a work climate that supports innovation, this proactivity does not always translate into innovative behavior.

Furthermore, the results of the study also show that creative self-efficacy is unable to mediate the relationship between proactive personality and innovative work behavior. This indicates that individuals' belief in their ability to be creative is not strong enough to bridge the influence of proactive personality on innovative behavior. This finding is in line with the research by Tierney & Farmer (2011) which confirms that the role of creative self-efficacy is highly dependent on a work environment that supports idea exploration. Thus, even though proactive individuals may have confidence in expressing ideas, this does not necessarily encourage them to actually display innovative behavior. In contrast to proactive personality, this study found that self-leadership significantly influences innovative work behavior, both directly and indirectly through creative self-efficacy. This supports the theories of Manz (1986) dan Neck & Houghton (2006) which state that self-leadership enables individuals to motivate themselves, set goals, and direct their behavior toward achieving creative and innovative performance. Furthermore, the mediating role of creative self-efficacy in the relationship between self-leadership and innovative work behavior reinforces Bandura (1977) argument in social cognitive theory that individuals' beliefs in their abilities are

an important mechanism linking self-regulation strategies with actual behavior. In this context, individuals with high self-leadership are able to foster creative self-efficacy, making them more confident in expressing creative ideas and implementing them in their daily work. Overall, the results of this study confirm that in encouraging innovative behavior in the workplace, self-leadership plays a more important role than proactive personality. This implies that organizations need to further facilitate the development of employees' self-leadership skills through training, coaching, and empowerment so that employees' creative confidence increases and ultimately encourages sustainable innovative behavior.

CONCLUSION

This study aims to analyze the influence of proactive personality and self-leadership on innovative work behavior (IWB) with creative self-efficacy as a mediating variable. The results of the study show several important things, namely, (1) Proactive personality does not have a significant effect on innovative work behavior. This finding indicates that a person's desire to be proactive does not always produce new ideas without the right support from the surrounding environment. (2) Creative self-efficacy is unable to mediate the relationship between proactive personality and innovative work behavior. This confirms that an individual's creative self-confidence is not strong enough to connect proactive personality with behavior in discovering and developing new innovative ideas in this study. (3) Self-leadership has a significant effect on innovative work behavior, both directly and indirectly through creative self-efficacy. Thus, an individual's ability to lead themselves has been proven to be an important factor that encourages creative confidence and innovative behavior in the workplace.

Overall, this study confirms that self-leadership is a stronger predictor than proactive personality in encouraging innovative work behavior. Creative self-efficacy has been proven to play a role as a psychological mechanism that strengthens the relationship between self-leadership and innovative behavior, but does not function in the proactive personality pathway. These findings contribute theoretically to the development of literature on innovative behavior, as well as practical implications for organizations to emphasize self-leadership development programs and the creation of a work climate that supports creativity, thereby enhancing employees' creative confidence and promoting sustainable innovative behavior.

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