

Leading for Innovation: The Interplay of Inclusive Leadership, Proactive Personality, and Creative Self-Efficacy in Hospitality Employees

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Abstract

Aim: One of the biggest and fastest-growing sectors of the global economy is the hotel sector. This development keeps growing and changing. In addition to providing customer service, this sector plays a significant role in the expansion of the economy, the creation of jobs, and the growth of tourism in many nations, including Indonesia. The purpose of this study is to analyze an empirical research model that looks at how proactive personality traits, inclusive leadership, and creative self-efficacy affect creative work behavior.

Methodology: There were 255 people in the research overall, and 162 workers from the tourist industry, the KHAS Tegal Hotel, and the Riez Palace Tegal Hotel made up the sample. Purposive sampling was the method used for sampling. Partial Least Squares (PLS) was then used to examine the gathered data.

Findings: The analysis's findings demonstrated that every hypothesis had a favorable impact on creative work practices.

Implications/Novel Contribution: The findings of this study carry significant implications for both management practices and human resource strategies within the hospitality sector, particularly in the context of Indonesia's rapidly growing tourism industry. The positive influence of proactive personality traits, inclusive leadership, and creative self-efficacy on creative work behavior suggests that hotel organizations can enhance innovation and service quality by fostering these characteristics among employees. Managers should prioritize inclusive leadership practices that encourage open communication, employee participation, and recognition, as these create a supportive environment where creativity can thrive.

Keywords: Inclusive leadership, Proactive personality, Creative self-efficacy, Innovative work behavior.

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INTRODUCTION

One of the world's largest and fastest-growing industries, the hospitality sector has continued to diversify and grow (Kyei-Frimpong et al., 2024). In addition to serving customers, the industry plays a significant role in economic growth, job creation, and tourism growth in many countries, including Indonesia (Muamar & Bagis, 2022). Because the industry is highly competitive, particularly in developing cities (Alfiah et al., 2024), the industry has a significant impact on the environment globally, as evidenced by the high demand for energy and natural resources to meet customer demand (Andhriany, 2021). Consequently, value-generating services and processes must be offered, and real-time involvement must be integrated with purpose-built experiences (Suroya, Bagis, Widhiandono, & Rahmawati, 2023).

The government has been working to boost regional revenue since a few years ago, thanks to the expansion of the hotel industry. The government of Indonesia continues to work to promote innovation in the hotel sector as a further source of revenue for the country and region (Andhriany, 2021). Tegal Regency has a number of hotels with several stars. Visitors and even workers from outside the city stop at Tegal, a little village. Tegal is situated in Central Java and serves as a gateway to major cities and industrial regions. The hotel sector has a fantastic chance to advertise its establishments. Among these is the three-star KHAS Tegal Hotel located in Tegal City. In 2020, this hotel's occupancy rates dropped by 38.2%, but in 2022, they significantly increased by 48.4%. With this boost, the

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hotel has been able to boost its marketing efforts in the hopes of surviving in the highly competitive hotel sector (Suroya et al., 2023).

In this instance, the hotel sector has to put more effort into encouraging innovative behavior and projects among its staff. By achieving this goal, companies can expand their market share and offer the best service to clients (Hananto, 2024). Tegal's economy is greatly assisted by the restaurant, tourism, and hospitality sectors. However, with increasingly fierce competition, Tegal's hospitality sector has significant obstacles in maintaining its competitiveness and improving the quality of its offerings (Muamar & Bagis, 2022). Therefore, it is believed that traits such as inclusive leadership, proactive personality, and creative self-efficacy can influence the development of creative work habits.

The tourism industry may eventually lag behind in terms of emerging trends and technologies if innovation is not pursued, which can endanger the overall development and sustainability of the sector (Achmad, 2023). During the final phase of innovation, individuals need to develop a final model that can be examined and applied in the workplace to describe creative practices. Pursuing actions that help identify possibilities, improve performance, and identify the best solutions is a good place to start when thinking creatively, innovation behavior is a dynamic and complex reality that requires creativity based on four components: idea generation, input, recommendations, and awareness. Therefore, it is important to include a variety of elements that are evolving and adaptable (Javed, Abdullah, Zaffar, ul Haque, & Rubab, 2019).

According to Javed, Fatima, Khan, and Bashir (2021), inclusive leadership requires respect for diversity, accepting differences, and cultivating a friendly workplace by respecting the opinions of others and showing a willingness to work together with staff members to set mutually trusting goals. Most of the time, inclusive leadership will help in handling crises and fostering a mutually respectful relationship between superiors and followers (Wijayanti, Lusyana, Insani, Riani, & Wanday, 2024). Leadership style is widely accepted and fosters a work environment that is tolerant of mistakes, which motivates employees to work towards their goals. This leadership style has advantages over other leadership styles because all employees can communicate with the leader in the same way and are valued for their talents (Zafar, Raziq, Igoe, Moazzam, & Ozturk, 2024).

Proactive personalities also influence inventive conduct. People that are proactive seek to enhance the workplace or open up new doors. According to Nurjaman, Marta, Eliyana, Kurniasari, and Kurniasari (2019), this shows that workers are not passive and are actively trying to achieve goals. The ability to see opportunities, carry out plans, and influence change will all be enhanced by proactive individuals. They are considered a diverse partnership because they both insist on making significant improvements (Ullah, Hameed, & Mahmood, 2024). Proactive people often look for opportunities, investigate resources, and create an atmosphere that shows that they are starting to overcome environmental obstacles to achieve company goals (Chen, Bao, & Gao, 2021).

Wijayanti et al. (2024) creative self-efficacy is the belief that everyone can boldly develop and perform the activities necessary to control future conditions (Gelaidan et al., 2024). Creative self-efficacy is also known as a strong confidence that they can create creative results under certain conditions (Javed et al., 2021). Creative confidence tends to receive positive stimuli and tends to use goals to achieve good results (Mehmood, Shah, Khan, & Zada, 2025).

A study of a number of earlier studies revealed a research vacuum, including the idea that inclusive leadership fosters innovative behavior (Zafar et al., 2024).

The researcher plans to expand on the research that has been done by Javed et al. (2021) and Shalma (2024) based on the research background and gaps that currently exist. This study differs from the others in that it uses two different sectors, namely hospitality and tourism, and it also includes a larger population, which results in a higher number of respondents. Based on this background, the study looks at the impact of inclusive leadership, proactive personality, and creative self-efficacy on employee innovative behavior in the hospitality industry.

LITERATURE REVIEW

Social Cognitive Theory (SCT)

According to Social Cognitive Theory (SCT), ideas, emotions, and the environment interact to shape an individual's behavior (Bandura, 1999). According to this idea, social experiences and the environment have an impact on behavior in addition to internal elements like motivation and personality. High self-efficacy people

are often bold, tenacious, and receptive to new experiences, which fosters a creative and competitive workplace atmosphere (Bandura, 1999).

Positive experiences and a supportive atmosphere may boost employee engagement at work, according to SCT. For instance, praise for excellent work can boost morale at work (Bandura, 1999). One of the main factors influencing professional engagement, intrinsic motivation, is also influenced by personal objectives and beliefs. When people have specific objectives and believe their job has purpose, they are more likely to be engaged, which is crucial for achieving desired outcomes and boosting confidence (Bandura, 1999).

Innovative Work Behavior

Innovative employee behavior is essential in the hospitality industry to achieve optimal performance, especially through creative ideas in service methods (Ullah et al., 2024). Employer support allows employees to convey and develop ideas, given that they are a key driver of organizational innovation (Javed et al., 2021). Without such support, innovative behaviors are difficult to emerge. Creative self-efficacy is a key component that influences innovative behavior (Shalma, 2024). This behavior is complex and unusual, characterized by the presentation of new ideas and the rejection of traditional mindsets (Javed et al., 2019). Through the creation, implementation, and introduction of new ideas in a work role, team, or organization, innovative behaviors can improve overall performance (Guo, Jin, & Yim, 2022).

Inclusive Leadership and Innovative Work Behaviors

Inclusive leadership is a leadership approach that encourages employees to innovate and create a psychologically conducive work environment. In the perspective of social cognitive theory, inclusive leadership creates a work environment conducive to the formation of positive cognitive beliefs that ultimately encourage employees to display innovative work behaviors (Bandura, 1999). Inclusive leaders are also responsible for mistakes, which are important for encouraging new and innovative ideas. This leadership style aims to engage, collaborate, and be open to ideas and communication with employees (Wijayanti et al., 2024). Previous research has shown that inclusive leadership positively encourages innovative behaviors, including creativity and new ideas (Javed et al., 2021). Based on the explanation above, this study proposes the following hypothesis:

H1: Inclusive Leadership Has a Positive Effect on Innovative Work Behaviors

Proactive Personality and Innovative Work Behavior

The term "proactive personality" describes a pattern of behavior that leads to transformation. This behavior is similar to the individual trait that generates high creative ideas, so it can be described as a tendency to strive for a specific goal (Lailla, Tarmizi, Hananto, & Gunawan, 2024). According to the theory (SCT) Proactive individuals not only respond to situations, but also contribute to innovative work behaviors through the mechanisms of success experience (Bandura et al., 1986). Those who are proactive can show initiative, find opportunities, take action, and be able to persevere until they achieve change (Oktaria, Sari, Praningrum, et al., 2021). Previous studies have shown that proactive personality is significantly positively related to innovative work behavior (Nurjaman et al., 2019). The same research also shows that proactive personalities are able to have a significant positive impact on innovative work behaviors (Shalma, 2024). Based on the explanation above, this study proposes the following hypothesis:

H2: Proactive Personality Has a Positive Effect on Innovative Work Behavior

Creative Self-Efficacy and Innovative Work Behavior

One of the important indicators of the level of creativity shown by individuals within their company is the efficacy of the creative self. This is based on workers' belief that they can provide creative solutions to meet the company's goals (Alameri, Ameen, Khalifa, Alrajawy, & Bhaumik, 2019). In social cognitive theory (SCT) which states that creative self-efficacy plays an important role in giving rise to and sustaining innovative work behaviors (Bandura et al., 1986). Creative self-efficacy is able to increase innovation by providing opportunities for employees to apply unique ideas (Gelaidan, Al-Swidi, & Al-Hakimi, 2024). With the aim of benefiting the organization so that employees can get creative results (Noerchoidah, Aripabowo, & Nurdina, 2022). Researchers have previously shown that the self-efficacy of employee creativity has an effect on innovative work behaviors (Javed et al., 2021).

H3: Creative self-efficacy has a positive effect on innovative work behavior

RESEARCH FRAMEWORK

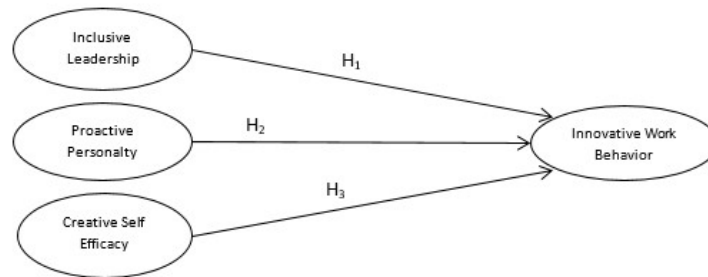


Figure 1. Conceptual model

RESEARCH METHODS

In order to build on earlier research Javed et al. (2021) and Shalma (2024), this study employs quantitative methods, a kind of developmental research. This study looked at a number of variables, including proactive personality traits and inclusive leadership, which are mediated by creative self-efficacy and contribute to innovative work behaviors. However, as a novel component of the conceptual model construction, proactive personality is added as an extra independent variable that is not derived from the findings of earlier studies. The study contains seven hypotheses to examine in light of this.

Purposive sampling, a non-probability sampling strategy used in this study, involves researchers specifically choosing respondents based on predetermined criteria that are thought to be pertinent and capable of offering detailed information pertaining to research issues (Noerchoidah et al., 2022). The study's population consists of 255 workers in the hotel and tourist industry, including 115 employees of Hotel KHAS Tegal, 90 employees of Hotel Riez Palace Tegal, and 50 employees of Guci. Using the Slovin formula and a standard correlation of 0.05, the number of samples was calculated, yielding 157 samples. In the analysis, 162 samples were used. An instrument in the form of a questionnaire with a 5-point Likert scale, spanning from 1 (strongly disagree) to 5 (strongly agree), was used to collect data online using Google Form. With the aid of SmartPLS software, the Structural Equation Modeling–Partial Least Square (SEM-PLS) approach was used to evaluate the gathered data.

Items for the questionnaire were gathered by the researcher from a variety of sources. First, there are nine components related to the inclusive leadership variable Carmeli, Reiter-Palmon, and Ziv (2010) proposed eleven indicators to measure proactive personality traits. Third, there are five factors that pertain to creative self-efficacy (Hu & Li, 2025). Lastly, the seven items created by Sudibjo and Prameswari (2021) are included in the factors of creative work behavior.

RESULTS AND DISCUSSION

Result

This study aims to find answers to the hypotheses proposed, which are basically predictions. This study used the Partial Least Square or PLS, with the aim of reducing variable variance when estimating model parameters (Ghozali & Latan, 2015). All questionnaire data is prepared for analysis and collected with a 100% return rate.

The demographic findings of the respondents were: With 56 respondents (34.6%), Hotel KHAS Tegal was the majority of respondents. Based on gender, 109 respondents, or 67.3% of the total respondents, were male. The majority of respondents—65, or 40.1%—were over 30 years old. A total of 98 respondents, or 60.5%, reported that high school was their most recent educational experience. Of the respondents, 96 (59.3%) had been working for less than five years. Men working in engineering, housekeeping, and food and beverage services were the majority of respondents, while women often worked in accounting.

Here is an example of data management using the PLS 3 approach. Gaining a deeper comprehension of the connections between variables is the aim of this PLS data analysis. Additionally, PLS testing can produce fresh

data that can be shared via straightforward analysis (Ghozali & Latan, 2015). Since all of the data has values over 0.7, the data findings indicate that no indicators are issued. The statement item is deemed legitimate if the outer loading value is greater than 0.70 (Hair Jr, Matthews, Matthews, & Sarstedt, 2017). These goods are therefore regarded as legitimate and prepared for additional examination.

Table 1: Outer loading

	Question Items	Outer Loading
IL.1	My leader shows concern to its employees	0.865
IL.2	Leaders value differences from Every member of the organization	0.874
IL.3	Leaders provide opportunities to employees to share ideas	0.903
IL.4	Leaders are open to needs employees for development	0.854
IL.5	Leaders care personally and empathetically for all employees.	0.883
IL.6	Leaders encourage employees to be active in the decision-making process	0.837
IL.7	Leaders value employee performance as well as Provide feedback to improve performance	0.868
IL.8	Leaders are able to deal with various situations and conditions	0.861
IL.9	Leaders can explain organizational practices and aligned inclusion.	0.877
PP.1	I am always actively looking for opportunities and have no doubts to take action	0.797
PP.2	I showed initiative and tried to do it Work without waiting for orders	0.796
PP.3	I am able to act independently and focus to achieve the results I want	0.773
PP.4	I have the courage to make a change. Positive in the face of adversity	0.841
PP.5	I don't just adapt to circumstances At the moment, but capable of making new ideas.	0.731
PP.6	I can be more flexible and adapt to the needs of the changing situation.	0.831
PP.7	I have long-term goals and commitments for personal and career development	0.864
PP.8	I have the ability to change the work environment and improve the process for the better.	0.852
PP.9	I always work hard and don't give up easily when facing challenges.	0.784
PP.10	I can identify the problem and challenges as opportunities for improvement	0.749
IWB.1	I am aware of the challenges faced by the organization.	0.833
IWB.2	I'm interested in new information or ideas needed to get a solution.	0.795
IWB.3	I process the new ideas I acquire for supporting the company's success.	0.866

Cont.....		
	Question Items	Outer Loading
IWB.4	I can explain my ideas systematically to leaders and other employees	0.851
IWB.5	I'm trying to get other employees to try Ideas I put forward	0.812
IWB.6	I have applied the new ideas that I have get it at work.	0.797
IWB.7	I apply the new ideas I get from others at work	0.793
CSE.1	I am convinced that I have the creative ability to solve problems.	0.883
CSE.2	I believe in my ability to generate new and innovative ideas.	0.894
CSE.3	I feel that I can improve and develop ideas from others.	0.825
CSE.4	Not only am I satisfied with my current achievements, but I will continue to try to be more creative.	0.875
CSE.5	I am more likely to engage in activities that innovative and creative and risk-ready.	0.825

According to Table 1. The findings display every signal in the variables mentioned above. The results show that the external load value for the variables of proactive personality, inclusive leadership, creative self-efficacy, and innovative work behavior is higher than 0.7. A general rule that applies to values of 0.708 or above to get an ideal value states that a high value means that the indicator utilized may be explained by the observed structure (Shalma, 2024). Thus, it can be said that this study's outer loading value satisfies the conditions for excellent convergent validity.

Table 2: Construct reliability and validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Inclusive Leadership	0.957	0.961	0.945	0.782
Proactive Personality	0.933	0.934	0.937	0.663
Innovative Work Behavior	0.914	0.923	0.941	0.673
Creative Self Efficacy	0.917	0.915	0.939	0.793

Table 2 shows that proactive personality, creative self-efficacy for innovative work behaviors, and the Reliability and Validity Construct values for inclusive leadership factors are all greater than 0.7. Thus, each of these factors has been deemed trustworthy.

Table 3: R square value

	R Square	R Square Adjusted
Innovative Work Behavior	0.874	0.842

With an R square value of 0.842 for Inclusive Leadership, Proactive Personality, and Creative Self Efficacy all have an influence of 74.7% on the Innovative Work Behavior variabl. As a result, the R Squared Adjusted value might be considered strong.

Table 4: Model fit

	Saturated Model	Estimated Model
SRMR	0.056	0.056
d_ULS	1.521	1.521
d_G	1.223	1.223
Chi-Square	1007.653	1007.653
NFI	0.813	0.813

The model conformance test results indicate that the SRMR value is 0.055, as shown in Table 5. This outcome falls below the 0.08 cutoff point suggested by (Hair Jr et al., 2021). Therefore, it can be concluded that the models' compatibility is good. Therefore, it can be said that this research model is appropriate for use in future analyses and typically has a respectable degree of model appropriateness.

Table 5: Path coefficients

	Original Sample (O)	<i>T</i> Statistics (O/STDEVI)	<i>p</i> Values	Information
H1: "Inclusive Leadership -> Innovative Work Behavior"	0.137	3.312	0.001	Diterima
H2: "Proactive Personality -> Innovative Work Behavior"	0.295	3.633	0.020	Diterima
H3: "Creative Self Efficacy -> Innovative Work Behavior"	0.534	7.622	0.000	Diterima

according to Table 6. "To test the validity of a hypothesis, if the *P*-value is less than 0.05, then the hypothesis condition can be accepted and considered significant" (Muamar & Bagis, 2022). According to the original sample value, the study findings on the first hypothesis are positive. The *P*-value is less than 0.05, indicating a strong relationship between inclusive leadership and innovative work practices. Furthermore, the second and third hypotheses support the idea that proactive personality and creative self-efficacy have a favorable impact on innovative work behavior since their *p*-values are less than 0.05. Put another way, qualities like inclusive leadership, proactive personality, and creative self-efficacy can all have an impact on creative work habits..

DISCUSSION

Innovative Work Practices and the Impact of Inclusive Leadership

The first hypothesis is that inclusive leadership has a good and significant impact on innovative work practices. As so, the first hypothesis is accepted. The study's conclusions imply that inclusive leaders may encourage employee participation, provide innovative ideas, and provide chances for employees to express themselves and share their experiences (Guo et al., 2022). Employees in the hotel industry will more readily overcome obstacles and contribute to the company's success with this engagement (Javed et al., 2021). This study supports SCT (Bandura et al., 1986), which holds that an inclusive leader has the power to influence the attitudes, drive, and actions of their workforce (Bandura et al., 1986).

According to earlier research, inclusive leaders may foster open communication and show their workers that they trust them, which will inspire creative work practices from their staff (Javed et al., 2021). The study's results further support the idea that inclusive leaders can encourage creative work practices (Fang, Chen, Wang, & Chen, 2019). According to other studies, when supervisors value their innovative ideas, methods, and tools, employees are more inclined to behave creatively (Javed et al., 2021).

Proactive Personality's Impact on Creative Work Practices

"Proactive personality has a significant effect on innovative work behaviors," according to the findings of this third hypothesis. Proactive personalities may be explained by their propensity for self-improvement, dedication, and for seeing the future and foreseeing challenges and possibilities. To be more effective and productive, workers are urged to develop new ideas and enhance existing procedures (Laila et al., 2024). According to SCT, behavior is influenced by three factors: the individual, the environment, and the behavior itself (Bandura et al., 1986). Positive surroundings combined with a proactive mentality can produce situations that support creative work practices.

Research by Shalma (2024), upports this study by confirming that a proactive personality is crucial for encouraging innovative changes in employee behavior that enhance the company's situation. According to the same study, those who have proactive dispositions and achieve positive job results are more inclined to take proactive

action than those who adjust passively. workers that show initiative, produce positive feedback, and proactively engage in Innovative Work Behaviors (Nurjaman et al., 2019). Additional findings support the notion that inventive activity may be accurately and significantly predicted by proactive personality (Ullah et al., 2024).

Creative Self-Efficacy's Impact on Innovative Work Practices

The study's conclusions demonstrate that creative self-efficacy can enhance innovative work practices. A fifth hypothesis is appropriate since creative self-efficacy and innovative work habits are strongly positively correlated. Employees that have a high degree of creative self-efficacy are often more at ease trying out and putting new concepts into practice (Wijayanti et al., 2024). Workers are also not scared to take chances and believe they can overcome the obstacles that come up throughout the innovation process. In the end, this will inspire workers to come up with fresh concepts and make greater contributions to the company's success (Noerchoidah et al., 2022). (Bandura et al., 1986), According to SCT, employees with high levels of self-efficacy are more likely to take initiative, overcome challenges, and be creative. As a result, workers are able to help one another and exchange ideas, which promotes collaboration and the creation of creative solutions by people.

Prior studies have demonstrated a favorable correlation between inventive practices and creative self-efficacy. According to another study, "employees believe in their ability to generate new creative ideas to think of new ways to accomplish their tasks, so that employees can engage in innovative behaviors" (Wijayanti et al., 2024). Research by Javed et al. (2021), which demonstrates that creative self-efficacy encourages employees to be more inventive, supports these findings.

CONCLUSION

This study intends to investigate the impact of proactive personality, inclusive leadership, and creative self-efficacy on innovative work behavior among Tegal Regency hospitality industry employees. The study's findings show that innovative behavior is positively and significantly impacted by proactive personality, inclusive leadership, and creative self-efficacy. In order to become more competitive, businesses are encouraged by the implications of these results to adopt inclusive leadership, create proactive training, and create an environment that fosters innovation. The study's weaknesses include its exclusive emphasis on the hotel sector, the possibility of respondent bias due to questionnaire usage, and its cross-sectional design, which hasn't shown a causal association. It is advised that more study be done using a longitudinal method to look at external influences like corporate policy and organizational culture.

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