

## Inclusive Leadership and Proactive Personality in Fostering Innovative Work Behaviors: The Mediating Role of Creative Self-Efficacy among Employees in the Hotel and Tourism Sector

Davit Aditiya Pradana<sup>1</sup>, Fatmah Bagis<sup>2\*</sup>, Herni Justiana Astuti<sup>3</sup>, Hermin Endratno<sup>4</sup>

Universitas Muhammadiyah Purwokerto

**Corresponding Author:** Fatmah Bagis [fatmahbagis2014@gmail.com](mailto:fatmahbagis2014@gmail.com)

---

### ARTICLE INFO

*Keywords:* Inclusive Leadership, Proactive Personality, Innovative Work Behaviors, Creative Self-Efficacy

*Received :* 20, March

*Revised :* 22, April

*Accepted:* 24, May

©2025 Pradana, Bagis, Astuti, Endratno: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

The rapid growth of the hospitality sector can contribute significantly to the expansion of the nation's economy, as the industry is highly competitive especially in developing cities. Therefore, it is necessary to provide good services and processes. This study explores the influence of inclusive leadership and proactive personality on innovative work behaviors in the hospitality sector, with creative self-efficacy as a mediating variable. Data was collected from 162 hospitality and tourism employees using purposive sampling and questionnaires with a 5-point Likert scale, then analyzed using SEM-PLS. The results show that inclusive leadership, proactive personality, and creative self-efficacy significantly influence innovative work behaviors. The study is limited to the hospitality and tourism sectors. Future research should consider additional variables and a broader sample to gain a deeper understanding of the factors influencing innovative work behaviors.

---

## **INTRODUCTION**

The hospitality enterprise is an vital a part of the worldwide economic system that consists of a huge range of services associated with hospitality, accommodation, food and beverage, and travel (Suroyo et al., 2023). The industry not only serves customers, but also contributes greatly to economic growth, job creation and tourism growth in many countries, including Indonesia (Muamar & Bagis, 2022). The rapid growth of the hospitality sector can contribute significantly to the expansion of the nation's economy, as the industry is highly competitive especially in developing cities Therefore, it is necessary to provide good services and processes. Purpose-built experiences must be combined with real-time engagement (Bagis et al., 2024).

Since a few years ago, through the growth of the hotel sector, the government has tried to increase regional revenue. As an additional source of income for the nation and various regions in Indonesia. The government is still trying to encourage innovation in the hotel industry (Hananto, 2024). The hospitality industry in Banyumas Regency, Central Java, has made positive progress since the COVID-19 pandemic (Suroyo et al., 2023). Major events such as the Purwokerto Half Marathon and the Tour of Baturraden contributed significantly to a 30% increase in hotels in Banyumas by May 2024, with hotels in Purwokerto reaching 80 and 90% (Bagis et al., 2024). Some hotels have different guest demographics. Although Banyumas is better known for its activity center, hotels and tourist attractions have also experienced an increase in observation and holding events such as Jazz Gunung Slamet (Hananto, 2024). Along with the growth of the hotel industry in Banyumas Regency, hospitality and tourism are very helpful for economic growth (Suroyo et al., 2023).

The hospitality industry should focus more on developing employee innovation initiatives and behaviors. With this, the company can grow market share and provide high-quality services to customers (Hananto, 2024). The hotel industry and tourist attractions greatly help economic growth in Banyumas significantly (Suroyo et al., 2023). However, the hospitality industry in Banyumas faces a major challenge to remain competitive and improve the quality of its services as competition in this industry is getting tighter (Muamar & Bagis, 2022). Thus, it is hoped that elements such as proactive personality, inclusive leadership, and creative self-efficacy will influence the increase in innovative work behavior.

Innovative work behavior is a term that refers to an effort to develop and implement new concepts in the context of an employee's work (Javed et al., 2021). Failure to innovate can cause the hospitality and tourist industry to lag behind in terms of new trends and technologies that can disrupt the growth and sustainability of the industry as a whole (Ullah et al., 2024). Innovation is applied by applying new concepts in the work environment. This is different from team- or organization-level innovation. Innovation behavior is a dynamic fact that requires creativity based on four parts such as creating ideas, input, suggestions, and awareness (Oktaria et al., 2021). Innovative thinking can start by pursuing behaviors that help find opportunities, improve performance and find the right solutions (Bagis et al., 2024). In the final stages of innovation, employees must

create a final model that can be analyzed and used in the workplace to demonstrate innovative behaviors (Javed et al., 2021).

Inclusive leadership means respecting diversity, accepting differences, and apply new standards in the context of employee work. By respecting the thoughts of others and showing a willingness to collaborate with employees, when leaders and employees identify each other's goals with trust (Javed et al., 2021). Inclusive leadership will help deal with crises and build a relationship of mutual respect between followers and superiors (Endarwati & Riani, 2022). This leadership style is easily accepted and creates a fault-tolerant work environment that encourages employees to strive to achieve goals (Chang et al., 2022). This form of Leadership has advantages over other leadership styles, as all employees can talk to the leader in the same way, each employee is greeted with unique skills (Zafar et al., 2024).

Another factor that impacts innovative behavior is proactive personality. Proactive people want to improve the work environment or create new opportunities. This means that employees actively work to achieve goals by not being passive (Nurjaman et al., 2019). Proactive people will be better at spotting opportunities, executing initiatives, and bringing about change. Employees also have a strong determination to bring about major changes that are considered diverse collaborations (Ullah et al., 2024). Proactive individuals tend to seek out opportunities, explore available resources and form an environment that shows employees are beginning to overcome challenges in the environment in achieving company goals (Chen et al., 2021).

Creative self-efficacy is a person's inner perception the creative ability to produce new useful ideas (Endarwati & Riani, 2022). Self-efficacy is known as a strong confidence to create creative outcomes under certain conditions (Javed et al., 2021). Creative self-efficacy tends to receive positive stimuli and is accustomed to thinking creatively to achieve desired results (Mehmood et al., 2025). Meanwhile, (Ariprabowo, 2022), emphasized that a person cannot be creative if he lacks confidence in his creative capacity. The belief that everyone can boldly develop and perform the activities necessary to control future conditions is known as creative self-efficacy (Oktaria et al., 2021).

After reviewing several preceding studies, it was found that there is a research gap including that inclusive leadership has a favorable effect on innovative behavior (Zafar et al., 2024). However, these findings contradict other research that says inclusive leadership does not have a favorable impact on creative self-efficacy. With these results, it is hoped that inclusive leadership can drive innovation, the effects of which may not be seen in certain situations (Mehmood et al., 2025). Through creative self-efficacy mediation, inclusive leadership has a favorable effect on innovative work behaviors. (Javed et al., 2021). The outcomes differ from other studies that say they do not show a significant positive effect from innovative work practices to creative self-efficacy. The outcomes of the research show that creative self-efficacy is not strong enough in influencing employee innovation behavior because there are other factors that dominate innovative behavior (Shalma et al., 2024). Other findings indicates that innovative conduct is positively impacted by proactive personalities (Firdaus &

Handoyo, 2021). Proactive personality has a significant positive effect on creative self-efficacy (Oktaria et al., 2021).

Based on the existing research background and gaps, the researcher intends to develop the research conducted by (Javed et al., 2021) and (Shalma et al., 2024). The difference on this examine is that it uses different sectors, namely hotels and tourist attractions. In addition, this study also involved a wider population so that the number of respondents sampled was larger. With this, this study determines the influence of inclusive leadership and proactive personality as well as creative self-efficacy as a mediator at the innovative behavior of hotel and tourist attraction employees in the hospitality sector in Banyumas.

## **LITERATURE REVIEW**

### ***Social Cognitive Theory (SCT)***

Theory of Social Cognitive (SCT) states that individual behavior is influenced by the interaction between thoughts, emotions, and the environment (Bandura, 1999). This theory suggests that conduct isn't always most effective encouraged by internal elements like personality as well as motivation, but also through social experiences and the surrounding environment. Individuals with high self-efficacy tend to be brave to face challenges, persistent, and open to new things, thus encouraging an innovative and competitive work culture (Bandura, 1999).

SCT also explains that a supportive environment and positive experiences can increase work engagement. Praise for good performance, for example, can trigger work morale (Bandura, 1999). Personal goals and individual values also affect intrinsic motivation, which is a key driver of work engagement. People tend to be more involved, when they have clear goals and feel that their work is important to achieve the desired results and build confidence (Bandura, 1999). This theory asserts that innovation is not only the result of environmental or personality factors, but also of an individual's cognitive perception in his or her potential to innovate. This study used a theory (SCT) to explain the interaction between inclusive leadership and proactive personality to innovative work behaviors through creative self-efficacy mediation (Javed et al., 2021).

### ***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. Remember, employees are the main drivers of organizational innovation (Javed et al., 2021). Without this support, innovative behaviors will be difficult to emerge. Creative self-efficacy is a key component that influences innovative behavior (Shalma et al., 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 teamwork or organizational role, innovative behaviors can improve overall performance (Guo et al., 2023).

### ***Inclusive Leadership and Creative Self-Efficacy***

When leaders and their employees are engaged, inclusive leadership implies that transparent, efficient, and easy communication will be available (Fang et al., 2019). According to the social cognitive theory (SCT) by (Bandura, 1999), it is said that through modeling and success experiences facilitated by leaders, employees will have stronger confidence in their ability to think and act creatively. Inclusive leaders allow team members to help improve creative self-efficacy in the company as well as lower the fear of failure in promoting experimentation and risk-taking (Zafar et al., 2024). In a take a look at conducted by using (Javed et al., 2021), this turned into said that inclusive leadership is able to create a conducive work environment which can ultimately increase the innovative self-efficacy of employees. The same results also stated that inclusive leadership has a positive impact on creative self-efficacy (Mehmood et al., 2025). The same research also stated that inclusive leadership and creative self-efficacy are significantly positively related (Endarwati & Riani, 2022).

H<sub>1</sub>: Inclusive Leadership has a Positive Effect on Creative Self-Efficacy.

### ***Proactive Personality and Creative Self-Efficacy***

Proactive personalities tend to encourage creative behavior due to the habit of changing the environment to suit their needs. Proactive individuals also motivate people to influence their surroundings through problem forecast and finding solutions (Tawar, 2025). According to the principles of social cognitive theory (SCT), proactive individuals are more likely to develop their beliefs as well as be able to generate new ideas, solve problems creatively, and innovate in their work (Bandura, 1986). In other words, individuals take the initiative to identify new attitudes, thoughts, and behaviors to improve work processes, update skills, and gain a better understanding within the company (Nurjaman et al., 2019). This behavior promotes self-development, which aims to get employees to work on their tasks through more creative ideas (Choi et al., 2021). Previous research has said that proactive personality is positively associated with creative self-efficacy (Shalma et al., 2024). The same study also stated that proactive personality and creative self-efficacy are significantly favorably connected (Nurjaman et al., 2019). Other results also state that inclusive leadership is able to have a positive effect on employees' creative self-efficacy (Choi et al., 2021).

H<sub>2</sub>: Proactive Personality has a Positive Effect on Creative Self-Efficacy.

### ***Inclusive Leadership and Innovative Work Behaviors***

Inclusive leadership is an approach that will encourage employees to innovate and create a conducive work environment (Chang et al., 2022). 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 exhibit innovative work behaviors (Bandura, 1999). Inclusive leaders are also responsible for mistakes and encourage new and innovative ideas. This leadership style aims to involve employees, work together, and be open to ideas and good communication with employees (Endarwati & Riani, 2022). Preceding studies has shown that inclusive leadership positively encourages innovative work behaviors (Javed et al., 2021). The same results also

stated a positive impact between inclusive leadership and innovative work behaviors (Fang et al., 2019). Inclusive leadership is able to have a significant positive impact on innovative work behaviors (Javed et al., 2019). Based on the explanation above, this study proposes the following hypothesis:

H<sub>3</sub>: Inclusive Leadership Has a Positive Effect on Innovative Work Behaviors.

#### ***Proactive Personality and Innovative Work Behavior***

The term proactive disposition describes a pattern of behavior that leads to initiative. This behavior is similar to the individual trait that generates high creative ideas so it can be described as an employee's tendency to strive for a specific goal (Lailla et al., 2024). According to the theory (SCT) Proactive individuals not only respond to situations, but also contribute to innovative work behaviors through experiential mechanisms (Bandura, 1986). Proactive individuals can show initiative, find opportunities, take action, and be able to persevere until achieving change (Oktaria et al., 2021). Previous research has shown that proactive persona is positively related to innovative work behavior (Nurjaman et al., 2019). The same investigation also demonstrates that proactive personalities are able to have a significant positively impact on innovative work behaviors (Shalma et al., 2024). Other results Additionally show a positive relationship among proactive persona and innovative behavior (Firdaus & Handoyo, 2021).

H<sub>4</sub>: 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 the company is the efficacy of the creative self. It is based on the belief of workers that employees can provide creative solutions to meet the company's goals (Alameri et al., 2019). in social cognitive theory (SCT) which states that innovative self-efficacy performs an essential role in giving rise to and sustaining innovative work behaviors (Bandura, 1986). Creative self-efficacy is capable of increase innovation by providing opportunities for employees to apply unique ideas (Oktaria et al., 2021). With the aim of benefiting the organization so that employees can realize creative ideas (Ariprabowo, 2022). Researchers have previously shown that creative self-efficacy has an impact on innovative work behaviors (Javed et al., 2021). The same results also stated that the positive impact of creative self-efficacy on innovative work behavior (Endarwati & Riani, 2022). This result is also supported by means of studies (Ariprabowo, 2022), that creative self-efficacy has a positive impact on innovative work behavior.

H<sub>5</sub>: Creative Self-Efficacy Has a Positive Effect on Innovative Work Behavior.

***Inclusive Leadership Towards Innovative Work Behaviors through the Mediation of Creative Self-Efficacy***

Impact and significance on professional life, Employees assess the efficacy of creative self-efficacy inside the workplace by paying attention to employees' basic creative attitudes to independence, self-determination, and knowledge. Companies can also encourage employees with motivation from leaders (Zafar et al., 2024). In SCT theory (Bandura, 1986), it states that creative self-efficacy helps employees overcome barriers to innovation through transparency and cooperation. An inclusive leader can motivate his followers to increase creative self-efficacy through verbal persuasion (Javed et al., 2021). Previous research has shown that an employee's leadership style that is inclusive of innovative work behaviors can be mediated by creative self-efficacy (Bagheri et al., 2022). Other study findings also show creative self-efficacy mediates the connection among inclusive leadership and innovative work behaviors (Chen et al., 2021). The same results also show that there is a positive influence of creative self-efficacy mediating inclusive leadership relationships on innovative work behaviors (Javed et al., 2021).

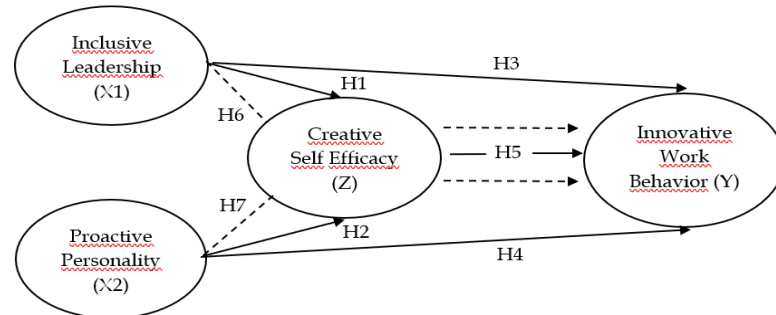
H<sub>6</sub>: Creative self-efficacy Mediates the relationship between Inclusive Leadership and Innovative Work Behaviors.

***Proactive Personality Towards Innovative Work Behavior through Creative Self-Efficacy Mediation***

Creative self-efficacy is defined as a significant predictor of the level of creativity of employees in an organization. It is based on the belief of workers who can provide creative solutions to meet business goals. It is essential for everyone to have a strong level of confidence to encourage employees to behave creatively (Alameri et al., 2019). Therefore, creative individuals are more likely to maintain their creative efforts or processes when facing difficulties and risks (Tawar, 2025). According to Social Cognitive Theory (Bandura, 1986) Proactive individuals form confidence in their creative abilities through experiences and beliefs that encourage employees to take innovative actions in the workplace. employees are also more innovative and have stronger confidence which in turn increases innovative behavior (Tawar, 2025). In addition, the same findings suggest creative self-efficacy may mediate proactive personality relationships to innovative work behaviors (Shalma et al., 2024). Furthermore, research conducted by (Oktaria et al., 2021), also shows that creative self-efficacy mediates proactive personality and innovative behavior. Creative self-efficacy positively mediates the relationship between inclusive leadership and innovative work behavior (Tawar, 2025)

H<sub>7</sub>: Creative Self-Efficacy Mediates the Relationship Between Proactive Personality and Innovative Work Behaviors.

## Research Framework



**Figure 1. A Conceptual Model to Analyze the Impact on Employees' Innovative Work Behaviors**

## METHODOLOGY

Quantitative methodology is used in this study which is a type of developmental research with the aim of developing on previous research (Javed et al., 2021) and (Shalma et al., 2024). This study investigated several factors such as inclusive leadership and proactive personality towards innovative work behaviors mediated by using creative self-efficacy. Nonetheless, proactive personality is included as an additional independent variable that is not from the results of previous research, but is a new part of the conceptual model formation.

This study uses the purposive sampling method, which is a now not probably sampling method in which researchers deliberately choose respondents according to certain standards such as working for at least 1 year (Ariprabowo, 2022). The respondents in this study are permanent employees in the hospitality and tourism sector consisting of 115 employees of Hotel Grand Karlita, Hotel Luminor 90 people and Wanawisata Baturraden 50 people. The quantity of samples become decided using the slovin components with a standard mistakes of 0.05 so that 157 samples were obtained. The number used within the analysis was 162 samples. information collection was carried out online using Google Form, with an instrument in the form of a questionnaire arranged on a 5-factor Likert scale, starting from 1 (strongly disagree) to 5 (strongly agree). The gathered facts become analyzed the usage of the Structural Equation Modeling-Partial Least rectangular (SEM-PLS) method with the help of SmartPLS software.

The researcher collected items for the questionnaire from various references. First, the inclusive leadership variable takes Nine items that refer to (Carmeli et al., 2010). Second, proactive personality variables by taking ten indicators developed by (Tawar, 2025). Third, creative self-efficacy takes five indicators that refer to (Hu & Li, 2025). Finally, the variable of innovative work behavior by including seven items developed by (Sudibjo & Prameswari, 2021).



## RESEARCH RESULT

### *Respondent Demographics*

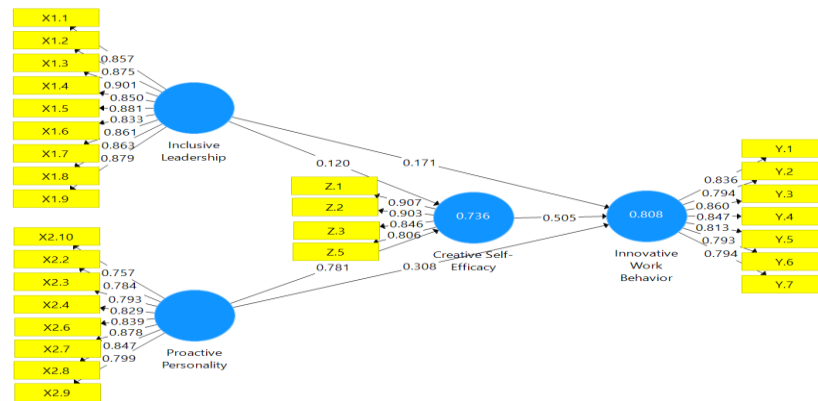
This study uses Partial Least Square or PLS, with the aim of reducing variable variance when estimating model parameters (P. Ghazali, 2015). All questionnaire data is prepared for analysis and collected with a 100% return rate.

**Table 1. Respondent Demographics**

Identitas	Information	Frequency	Precentage
Company Origin	Hotel Karlita	56	34,6
	Hotel Luminor	56	34,6
	Wanawisata Baturraden	50	30,9
Gender	Man	109	67,3
	Woman	53	32,7
Age	<20	4	2,5
	20-25	66	40,7
	25-30	27	19,1
	>30	65	40,1
Final Education	SMP	4	2,5
	SMA	98	60,5
	Diploma (D3)	14	8,6
	Bachelor (S1)	44	27,2
	Magister (S2)	1	0,6
	Other	1	0,6
Long Time Working	<5	96	59,3
	>5	66	40,7

Table 1 display the demographics results most of the responders. Most people came from Hotel Karlita and Luminor with 56 respondents (34.6%). This is due to the larger capacity and operational scale of the tourism industry. Based totally on gender, respondents were ruled through men as many as 109 Individuals (67.3%). This is due to the demands of physical work and shift work systems such as F&B Service, Housekeeping, Security and Engineering, while women generally work in accounting departments. The most age was over 30 years old as many as 65 respondents (40.1%), indicating employees with higher job stability and professional experience. The last education of the majority was secondary school with 98 respondents (60.5%). This means that the industry emphasizes practical skills and graduates who are more likely to be available in the local labor market. The most working period <5 years was 96 respondents (59.3%). This is because the service and operational fields are generally filled by new employees and a short-term contract system.

The following is data management carried out by applying the PLS 3 method. The purpose of this PLS data analysis is to gain a more thorough understanding of the relationships between variables. PLS testing can also generate new information that can be communicated through simple analysis (P. Ghazali, 2015). The subsequent are the findings of the look at.



**Figure 2. Findings from the SEM-PLS Model Analysis**

Considering the figure 2 the outcomes of outer loading for each variable studied. The data was analyzed in 2 rounds and eliminated the X2.1, X2.5 and Z.4 indicators. Because the indicator has an value of outer loading below 0.7. While the outer loading cost is above 0.7, the indicator is appropriate (Hair et al., 2021).

**Table 2. Outer Loading**

Statement Items		Outer loading 1	Outer loading 2
IL.1	My leader shows concern for his employees	0.857	0.857
IL.2	Leaders value the differences of Every member of the organization	0.875	0.875
IL.3	Leaders provide opportunities for employees to share ideas	0.901	0.901
IL.4	Leaders are open to the needs of employees for development	0.850	0.850
IL.5	Leaders care personally and empathize for all employees.	0.881	0.881
IL.6	Leaders encourage employees to be active in the decision-making process	0.833	0.833
IL.7	Leaders value employee performance as well as provide feedback to improve performance	0.861	0.861
IL.8	Leaders are able to deal with various situations and conditions	0.863	0.863
IL.9	Leaders can explain organizational practices and aligned inclusion.	0.879	0.879
PP.1	I am always actively looking for opportunities and do not hesitate to take action	0.467	Rejected
PP.2	I showed initiative and tried to do the job without waiting for orders	0.785	0.784
PP.3	I am able to act independently and focus on achieving the results I want	0.786	0.793

PP.4	I have the courage to make positive changes in the face of adversity	0.829	0.829
PP.5	I not only adapted to the current circumstances, but was able to come up with new ideas	0.461	Rejected
PP.6	I can be more flexible and adapt to the needs of changing situations.	0.840	0.839
PP.7	I have long-term goals and commitments for personal and career development	0.878	0.878
PP.8	I have the ability to change the work environment and improve processes for the better.	0.847	0.847
PP.9	I always work hard and don't give up easily when faced with challenges	0.798	0.799
PP.10	I can identify problems and challenges as opportunities for improvement	0.756	0.757
IWB.1	i am aware of the demanding situations faced by means of the organization.	0.836	0.836
IWB.2	I'm open to fresh ideas or knowledge. needed to get a solution.	0.794	0.794
IWB.3	I process the new ideas I acquire to support the company's success.	0.860	0.860
IWB.4	I can systematically explain my ideas to leaders and other employees	0.847	0.847
IWB.5	I try to get other employees to try out the Ideas I submitted	0.813	0.813
IWB.6	I have applied the new ideas I get as part of my daily life at work.	0.793	0.793
IWB.7	I apply new ideas that I get from others at work	0.794	0.794
CSE.1	I am convinced that I have the creative ability to solve problems.	0.906	0.907
CSE.2	I believe in my ability to generate new and innovative ideas.	0.902	0.903
CSE.3	I feel like I can improve and develop ideas from others.	0.847	0.846
CSE.4	Not only am I satisfied with my achievements, but I will continue to try to be more creative	0.539	Rejected
CSE.5	I am more likely to engage in activities that are innovative and creative and risk-ready.	0.806	0.806

Based on the consequences of Table 2. The outer loading value in the first round suggests that there are 3 values below 0.7. So that in the second round the low outer loading value was rejected with the aim of increasing the consistency of the variable construct. With these results, the variables of inclusive leadership, proactive personality, creative self-efficacy, and innovative behavior have an outer loading value more than 0.7. A high value indicates that the indicator used can be explained by the measured structure, a general standard that applies to a value of 0.708 or higher to achieve an ideal value (Bagis et al., 2024). Therefore, it can be said that the outer loading value of all indicators has sufficient values to meet the requirements of convergent validity.

**Table 3. Construct Reliability dan Validity**

	Cronbach's Alpha.	rho_A.	Composite Reliability.	Average Variance Extracted (AVE).
Inclusive Leadership	0.959	0.960	0.965	0.751
Proactive Personality	0.928	0.929	0.941	0.667
Innovative Work Behavior	0.919	0.921	0.935	0.672
Creative Self Efficacy	0.888	0.890	0.923	0.751

Based totally on desk three. The above indicates that the value of Construct Reliability and Validity of the variables of inclusive leadership, proactive personality and creative self-efficacy towards innovative work behavior is more than 0.7. The common Variance (AVE) cost also shows that the entire construct value is greater than 0.5. From these results, all of these variables can be declared reliable.

**Table 4. Model Fit**

	Saturated Model	Estimated Model
SRMR	0.052	0.052
d_ULS	1.089	1.089
d_G	0.907	1.907
Chi-Square	778.737	778.737
NFI	0.827	0.827

Based on Table 4, the outcomes of the mode conformity test show that the SRMR value is 0.052. This result is less than the 0.08 threshold recommended by (Hair et al., 2021). Thus, it can be said that the compatibility of the models is good. Thus, it can be concluded that this study model generally has a decent level of model suitability and is suitable for use in the future analysis.

**Table 5. R Square Values**

	R Square	R Square Adjusted
Creative Self efficacy	0.736	0.733
Innovative Work Behavior	0.808	0.804

Table 5 suggests that the R square Adjusted worth of creative self-efficacy variable is 0.733. This value shows that inclusive leadership and proactive personality can explain the creative self-efficacy variable of 73.3%. Therefore, the square value of R can be considered strong. The creative work behavior variable has an R-Square Adjusted value of 0.804. This value shows that 80.4% of the factors influencing innovative work behavior are related to proactive personality traits, inclusive leadership, and creative self-efficacy. So, it may be said that the value of R Squared Adjusted is moderate.

**Table 6. Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV )	T Statistics ( O/STDEV  )	P Value s	Result
H1: Inclusive Leadership -> Creative Self Efficacy	0.120	0.117	0.045	2.684	0.008	Accepted
H2: Proactive Personality -> Creative Self Efficacy	0.781	0.780	0.047	16.671	0.000	Accepted
H3: Inclusive Leadership -> Innovative Work Behavior	0.171	0.173	0.045	3.816	0.000	Accepted
H4: Proactive Personality -> Innovative Work Behavior	0.308	0.305	0.075	4.088	0.000	Accepted
H5: Creative Self Efficacy -> Innovative Work Behavior	0.505	0.504	0.077	6.581	0.000	Accepted
H6: Inclusive Leadership -> Creative Self Efficacy -> Innovative Work Behavior	0.061	0.059	0.024	2.520	0.012	Accepted
H7: Proactive Personality -> Creative Self Efficacy ->	0.394	0.393	0.062	6.336	0.000	Accepted

## Innovative Work Behavior

---

Based on Table 6. To test the acceptance and rejection of a hypothesis, If the P-value is less than 0.05, the hypothesis condition is acceptable and considered significant (Hasanah & Bagis, 2024). The research findings in the first hypothesis showed positive results based on the original value of the sample and were significant between inclusive leadership and creative self-efficacy, due to the P-value of  $<0.05$ . According to the second hypothesis, positive outcomes are significant between proactive personality and creative self-efficacy. These results suggest that the second hypothesis is accepted. In addition, the third and fourth hypotheses have a p-value of less than 0.05 which confirms that inclusive leadership and proactive personality positively influence innovative work behaviors. With the result of a p-value of  $<0.05$ . The fifth hypothesis suggests that the position of creative self-efficacy mediation directly affects innovative work behavior. With this result, the fifth hypothesis is ordinary because the p-value is  $<0.05$ .

The sixth hypothesis shows that creative self-efficacy mediates the connection among inclusive leadership and innovative work behavior, because in the value of  $p < 0.05$  manner that the sixth hypothesis is ordinary. The seventh hypothesis shows that creative self-efficacy also mediates the relationship between proactive personality and innovative work behavior. With these results, the seventh hypothesis shows that the p-value is  $<0.05$ , which means that the seventh hypothesis is accepted.

## DISCUSSION

### *The Influence of Inclusive Leadership on Creative Self-Efficacy*

based totally at the consequences of the primary speculation, it suggests that inclusive leadership has a superb impact on creative self-efficacy. these findings advise that inclusive leadership patterns are able to value employees' creativity and accept new perspectives, making employees more comfortable expressing and developing individual ideas (Mehmood et al., 2025). These findings are in line with the SCT by (Bandura, 1986), which says that inclusive leaders set an example in creative thinking and encourage others to explore new ideas, if employees see leaders showing an open attitude and appreciating the contributions of each team member, then employees will be more confident in expressing creative ideas.

Previous research has also stated that inclusive leadership affects creative self-efficacy (Endarwati & Riani, 2022). The findings of the studies carried out by (Javed et al., 2021), explain that inclusive leadership has a positive influence on creative self-efficacy. These results also support research that were carried out by (Mehmood et al., 2025), which states that inclusive leaders can influence creative self-efficacy. Employees contribute to the decision-making process and inspire to come up with new and particular thoughts.

### ***The Influence of Proactive Personality on Creative Self-Efficacy***

The second hypothesis demonstrates that proactive personality has a significant positive impact on creative self-efficacy. Primarily based on the outcomes of the analysis above, proactive personality has a higher influence value than inclusive leadership. This means that to form creative self-efficacy, companies must place more emphasis on proactive personalities. These findings indicate that to form an employee's confidence in his or her creative abilities, companies need to encourage employees through a proactive personality in acting, planning and contributing to the challenges of the job. Proactive personalities tend to show commitment to personal and career development, take initiative, look for opportunities and act to change the work environment so that employees can generate new ideas that can increase work productivity (Shalma et al., 2024). This positive reinforcement is consistent with the principles of SCT, that employees exhibit proactive and creative behavior that can be used as an example for other employees. Providing verbal motivation and positive feedback to employees who take the initiative can encourage employees to be more creative. (Bandura, 1986).

Preceding studies has proven that "a proactive personality produces a positive impact on creative self-efficacy. One explanation for the interest of proactive personality types in change is that employees actively work to build or improve the work environment rather than passively adapting within the Company (Shalma et al., 2024).(Hu & Li, 2025) Studies with the equal consequences was also conducted by (Choi et al., 2021), explaining that employees who have a proactive personality and a better degree of self-efficacy have greater characteristics for developing new ideas. (Nurjaman et al., 2019), also said that proactive personality has a significant positive effect on creative self-efficacy.

### ***The Influence of Inclusive Leadership on Innovative Work Behaviors***

According to the third hypothesis, innovative work behaviors are positively and significantly encouraged by way of inclusive leadership. The first hypothesis is accepted as such. The findings of this examine suggest that inclusive leaders can inspire employees to engage, offer creative solutions and provide opportunities to express themselves and share experiences (Guo et al., 2023). With this involvement, employees will more easily overcome problems or challenges faced and support the Company's success. (Javed et al., 2021). This research is in accordance with SCT (Bandura, 1986), which states that an inclusive leader can shape employee beliefs, motivation, and behavior.

Previous studies have stated that inclusive leaders can encourage open communication and show employee trust so that employees will exhibit innovative work behaviors (Javed et al., 2021). The same research findings also say that inclusive leaders can influence innovative work behaviors (Fang et al., 2019). Other research has also shown that employees are more likely to act creatively when inclusive leaders appreciate new concepts, tools and procedures (Javed et al., 2019).

### ***The Influence of Proactive Personality on Innovative Work Behavior***

The outcomes of the fourth hypothesis show that proactive personality has a significant positively effect on innovative work behavior. It can be explained that proactive personalities tend to show commitment, self-development, tend to see the future and anticipate difficulties and opportunities. Employees are encouraged to find new solutions and improve work processes to be more productive (Lailla et al., 2024). (Bandura, 1986) emphasizes in SCT that the three factors that affect behavior are the individual, the environment, and the behavior itself. A proactive personality can create positive environmental conditions and experiences that reinforce innovative work behaviors.

This take a look at is supported with the aid of studies carried out by (Shalma et al., 2024), which confirms that proactive personalities have a positively impact on employees' innovative work behavior. Individuals with proactive personalities with constructive work outcomes are more likely to take proactive action. employees who will proactively show an attitude of Innovative Work Behavior, show initiative, and generate favorable feedback (Nurjaman et al., 2019). Other results also show that proactive personality is a valid and significant predictor of innovative behavior (Firdaus & Handoyo, 2021).

### ***The Effect of Creative Self-Efficacy on Innovative Work Behavior***

Based on the outcomes of the analysis, creative self-efficacy has a positively effect on innovative behavior. Given the strong positive impact between creative self-efficacy and innovative work behavior, the fifth hypothesis is acceptable. The findings of this look at display that creative self-efficacy is a factor that has a higher impact on innovative work behaviors. Therefore, workers with innovative work behaviors should be more emphasized through creative self-efficacy. The better an individual's self-belief in his or her innovative competencies, the more likely they are to have interaction in innovative work behaviors, consisting of producing new thoughts, finding creative solutions, and implementing innovative approaches at work. Employees it a high degree of creative self-efficacy are extra secure experimenting and practicing new ideas (Endarwati & Riani, 2022). Employees also feel able to overcome the challenges that arise in the innovation process and are not afraid to take risks. Ultimately, this will encourage employees to think of new ideas and contribute more to the company's success (Ariprabowo, 2022). (Bandura, 1986), in SCT which says that employees at a high level of self-efficacy are more likely to be initiative, face obstacles and be innovative. Therefore, employees can support each other and share ideas, this allows teamwork and individuals to develop innovative solutions.

Previous research results have shown that creative self-efficacy is positive correlated with innovative behavior (Ariprabowo, 2022). Other research also says that employees believe in their ability to generate creative ideas as well as think of new ways of getting their work done, so that employees can engage in innovative behaviors (Endarwati & Riani, 2022). These results are corroborated by research conducted by (Javed et al., 2021), This demonstrates that creative self-efficacy helps employees become more innovative.



***The Influence of Inclusive Leadership on Innovative Work Behaviors through the mediation of Creative Self-Efficacy***

The sixth hypothesis states that the connection among inclusive leadership and innovative work behaviors is mediated by creative self-efficacy. The findings suggest that inclusive leadership can increase creative self-efficacy, which in flip encourages the emergence of innovative ideas (Bagheri et al., 2022). SCT Theory (Bandura, 1986), it states that self-efficacy helps employees overcome barriers to innovation through transparency and cooperation.

These findings are consistent with studies conducted by (Javed et al., 2021) which determined that inclusive leadership increases employee confidence and creates positive conditions of creative self-efficacy through success experiences, representation, verbal persuasion, and mental health. With consistent creative self-efficacy, personnel are extra assured to innovative. (Bagheri et al., 2022) also states that creative self-efficacy mediates the connection among inclusive leadership and innovative work behaviors. Investigation by (Chen et al., 2021) found that inclusive leaders who value, encourage, and tolerate employee failures can increase creative self-efficacy thereby encouraging innovative behaviors.

***The Influence of Proactive Personality on Innovative Work Behavior through the mediation of Creative Self-Efficacy***

The seventh hypothesis suggests that the mediating of creative self-efficacy can be a mediator on the influence of proactive personality on innovative work behaviors. This suggests that proactive personalities either directly or indirectly affect creative self-efficacy and innovative work behaviors. Workers with proactive personality are much more likely to believe in creative abilities which in turn encourages employees to act more innovatively (Shalma et al., 2024). According to social cognitive theory (SCT) (Bandura, 1986), individuals who have a proactive personality tend to act independently, look for opportunities, and face challenges. With this, creative self-efficacy is a cognitive component that can motivate people to take initiatives that can ultimately act creatively in the workplace.

In addition, preceding studies has demonstrated that proactive personalities have a significant positively effect on innovative work behaviors using creative self-efficacy as a mediator (Oktaria et al., 2021). Those findings are steady with studies conducted by (Shalma et al., 2024) which shows that creative self-efficacy can mediate proactive personality, and the bound variable is innovative behavior. Considering the findings of studies conducted by (Tawar, 2025), it is stated that employees who show proactive personalities through creative self-efficacy can carry out company strategies so that they can encourage innovative behaviors.

## **CONCLUSIONS AND RECOMMENDATIONS**

From the results of the study, it can be concluded that inclusive leadership, proactive personality and creative self-efficacy have a very important role in influencing innovative work behavior in the hospitality sector. These findings confirm that the aspects that drive innovative work behaviors in developing and implementing new ideas that benefit the organization are more effective through proactive personality and creative self-efficacy than inclusive leadership. Furthermore, the findings of this study also confirm that proactive personality factors in encouraging employees to creative self-efficacy are higher than inclusive leadership. This is different from previous studies that did not include proactive personality, even though this study showed that proactive personality had a significant influence on innovative work behavior and mediated creative self-efficacy. The researcher suggested that the hospitality industry, the sector, especially hotels and tourism in Banyumas, needs to improve innovative work behaviors by encouraging positive change and continuous improvement in the organization through the contribution of new ideas that are applied in daily work. Companies are also expected to encourage proactive attitudes of employees, for example through initiative-taking training programs. In addition, companies can also build creative self-efficacy through creativity development training, appreciation for new ideas, and creating a work environment that supports idea experimentation.

## **ADVANCED RESEARCH**

This research has limitations, namely it is only carried out in two hospitality sectors and tourist attractions in Banyumas Regency, so it cannot be generalized to other areas. The researcher is further advised to add other research objects such as restaurants and also expand the focus to different independent variables or other relevant factors. This aims to advantage a deeper information of the elements that impact innovative behaviors, so that it can support more effective strategies in improving and developing innovative work behaviors.

## **REFERENCES**

- Alameri, M., Ameen, A., Khalifa, G. S. A., Alrajawy, I., & Bhaumik, A. (2019). The Mediating Effect of Creative Self-Efficacy on the Relation Between Empowering Leadership and Organizational Innovation. *Test Engineering and Management*, 81(Nov-Dec 2019), 1938– 1946.
- Aripriabowo, T. (2022). Efikasi Diri Dan Perilaku Inovatif: Peran Dukungan Organisasi. *Jurnal Ilmu Manajemen*, 10, 1026–1036.
- Bagheri, A., Akbari, M., & Artang, A. (2022). How Does Entrepreneurial Leadership Affect Innovation Work Behavior? The Mediating Role of Individual and Team Creativity Self-Efficacy. *European Journal of Innovation Management*, 25(1), 1–18. <https://doi.org/10.1108/Ejim-07-2020-0281>.
- Bagis, F., Adawiyah, W. R., Purnomo, R., & Sudjadi, A. (2024). Exploring Islamic Spiritual Well-Being: Conceptualization and Validation of A Measurement Scale. *Islamic Guidance and Counseling Journal*, 7(2). <https://doi.org/10.25217/0020247473500>.

- Bandura, A. (1977). Self-Efficacy: Toward A Unifying Theory Of Behavioral Change. *Advances In Behaviour Research And Therapy*, 1(4), 139-161. [https://doi.org/10.1016/0146-6402\(78\)90002-4](https://doi.org/10.1016/0146-6402(78)90002-4).
- Bandura, A. (1986). *Social Foundations Of Thought And Action A Social Cognitive Theory*.
- Bandura, A. (1999). *Theories Of Social Psychology*. In *Psikodimensia* (Vol. 1, Issue 1).
- Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010). Inclusive Leadership And Employee Involvement In Creative Tasks In The Workplace: The Mediating Role Of Psychological Safety. *Creativity Research Journal*, 22(3), 250-260. <https://doi.org/10.1080/10400419.2010.504654>.
- Chang, P., Ma, G., Kepemimpinan, Y. L., Chang, P., Ma, G., & Lin, Y. (2022). Kepemimpinan Inklusif Dan Proaktif Karyawan Model Kepemimpinan Inklusif Dan Proaktif Karyawan Perilaku : Model Mediasi Termoderasi Lintas Tingkat. *Psychology And Behavior Management Research*, 50.
- Chen, P., Bao, C., & Gao, Q. (2021). Proactive Personality And Academic Engagement: The Mediating Effects Of Teacher-Student Relationships And Academic Self-Efficacy. *Frontiers In Psychology*, 12(June), 1-8. <https://doi.org/10.3389/fpsyg.2021.652994>.
- Choi, S. B., Ullah, S. M. E., & Kang, S. W. (2021). Proactive Personality And Creative Performance: Mediating Roles Of Creative Self-Efficacy And Moderated Mediation Role Of Psychological Safety. *Sustainability (Switzerland)*, 13(22). <https://doi.org/10.3390/Su132212517>.
- Endarwati, I. S., & Riani, A. L. (2022). The Effect Of Inclusive Leadership On Innovative Work Behavior: Creative Self-Efficacy Mediation Variable In Indonesian Private University Workers. *Journal Of Economics, Finance And Management Studies*, 05(07), 2092-2097. <https://doi.org/10.47191/Jefms/V5-I7-32>.
- Fang, Y. C., Chen, J. Y., Wang, M. J., & Chen, C. Y. (2019). The Impact Of Inclusive Leadership On Employees' Innovative Behaviors: The Mediation Of Psychological Capital. *Frontiers In Psychology*, 10(Aug). <https://doi.org/10.3389/fpsyg.2019.01803>.
- Firdaus, M. S., & Handoyo, S. (2021). Pengaruh Kepribadian Proaktif Dan Budaya Organisasi Terhadap Perilaku Kerja Inovatif Pelaku Industri Pariwisata Jawa Timur. *Buletin Riset Psikologi Dan Kesehatan Mental (Brpkm)*, 1(2), 1468-1477. <https://doi.org/10.20473/Brpkm.V1i2.30906>.
- Guo, Y., Jin, J., & Yim, S. H. (2023). Impact Of Inclusive Leadership On Innovative Work Behavior: The Mediating Role Of Job Crafting. *Administrative Sciences*, 13(1). <https://doi.org/10.3390/Admsci13010004>.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). Evaluation Of Formative Measurement Models. [https://doi.org/10.1007/978-3-030-80519-7\\_5](https://doi.org/10.1007/978-3-030-80519-7_5).
- Hananto, K. (2024). Moderasi Human Capital Pada Pengaruh Praktik Manajemen Sumber Daya Manusia Terhadap Inovasi Layanan Hotel Di Yogyakarta. *Journal Of Management And Digital Business*, 4(1), 114-131. <https://doi.org/10.53088/Jmdb.V4i1.1071>.
- Hasanah, U., & Bagus, F. (2024). Causes Of High Turnover Intention: Due To Work Family Conflict And Work Environment Factors. *Revista De Gestao Social E Ambiental*, 18(1), 1-18. <https://doi.org/10.24857/Rgsa.V18n1-116>.
- Hu, R., & Li, C. (2025). Menjelajahi Peran Pendidikan Kewirausahaan , Proaktif Kepribadian Dan Efikasi Diri Kreatif Dalam Pembentukan Kepribadian Ide Usaha Baru Mahasiswa Di Tiongkok. *Behavioral Sciences*.

- Javed, B., Abdullah, I., Zaffar, M. A., Haque, A. U., & Rubab, U. (2019). Inclusive Leadership and Innovative Work Behavior: The Role of Psychological Empowerment. *Journal of Management and Organization*, 25(4), 554–571. <https://doi.org/10.1017/Jmo.2018.50>.
- Javed, B., Fatima, T., Khan, A. K., & Bashir, S. (2021). Impact Of Inclusive Leadership On Innovative Work Behavior: The Role of Creative Self-Efficacy. *Journal Of Creative Behavior*, 55(3), 769–782. <https://doi.org/10.1002/Jocb.487>.
- Lailla, N., Tarmizi, M. I., Hananto, D., & Gunawan, A. (2024). Determinan Work Engagement Dan Proactive Personality Terhadap Innovation Work Behaviour Pada Karyawan Generasi Milenial di Jakarta. *Ekonomis: Journal of Economics And Business*, 8(1), 527. <https://doi.org/10.33087/Ekonomis.V8i1.1554>.
- Mehmood, W., Shah, S. J., Khan, S., & Zada, M. (2025). Inclusive Leadership: Catalyzing Creative Self-Efficacy and Challenge-Oriented Organization Citizenship Behavior in It Industry. 0(178), 1–11. <https://doi.org/10.1177/01672533251320787>.
- Muamar, M., & Bagis, F. (2022). Business Performance Analysis of Purwokerto Muslim Msme in Personality and Entrepreneur Characteristic. *El-Barka: Journal Of Islamic Economics and Business*, 5(1), 135–149. <https://doi.org/10.21154/Elbarka.V5i1.3989>.
- Nurjaman, K., Marta, M. S., Eliyana, A., Kurniasari, D., & Kurniasari, D. (2019). Proactive Work Behavior and Innovative Work Behavior: Moderating Effect Of Job Characteristics. *Humanities And Social Sciences Reviews*, 7(6), 373–379. <https://doi.org/10.18510/Hssr.2019.7663>.
- Oktaria, A., Sari, A. P., & Praningrum, P. (2021). Creative Self-Efficacy Memediasi Pengaruh Kepribadian Proaktif Terhadap Perilaku Kerja Inovatif Guru. *Jurnal Inspirasi Bisnis Dan Manajemen*, 5(1), 13. <https://doi.org/10.33603/Jibm.V5i1.4020>.
- P. Ghozali. (2015). *Partial Least Squares Konsep, Teknik Dan Aplikasi Menggunakan Program Smartpls 3.0 Untuk Penelitian Empiris Edisi 2*. 290 Hlm.
- Shalma, U. N., Helmy, I., & Abrilia, H. (2024). Peran Orientasi Pembelajaran Dan Kepribadian Proaktif Terhadap Perilaku Kerja Inovatif Dengan Creative Self-Efficacy Variabel Mediasi. *Jurnal Ekonomi & Manajemen Universitas Bina Sarana Informatika*, 22(1), 22–28.
- Sudibjo, N., & Prameswari, R. K. (2021). The Effects of Knowledge Sharing and Person-Organization Fit on the Relationship Between Transformational Leadership on Innovative Work Behavior. *Heliyon*, 7(6), E07334. <https://doi.org/10.1016/J.Heliyon.2021.E07334>.
- Suroyo, A. F., Bagis, F., Widhiandono, H., & Rahmawati, I. Y. (2023). Examining The Influence of Transformational Leadership and Job Satisfaction to Reduce Turnover Intention with Organizational Commitment as a Mediator. *Asian Journal of Economics, Business and Accounting*, 23(24), 124–140. <https://doi.org/10.9734/Ajeba/2023/V23i241192>.
- Tawar, M. S. (2025). The Effect of Proactive Personality and Entrepreneurial Leadership on Innovative Work Behavior Mediated by Work Engagement in State Civil Apparatus at the Cooperative Service in West Sumatera. *Journal of Economics, Finance and Management Studies*, 08(01), 231–252. <https://doi.org/10.47191/Jefms/V8>.
- Ullah, I., Hameed, R. M., & Mahmood, A. (2024). The Impact of Proactive Personality and Psychological Capital on Innovative Work Behavior: Evidence from Software Houses of Pakistan. *European Journal of Innovation Management*, 27(6), 1967–1985. <https://doi.org/10.1108/Ejim-01-2022-0022>.