

The Influence of Self-Leadership and Proactive Personality Towards Innovative Work Behavior of Employees

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Abstract: *This study examines the influence of self-leadership and proactive personality on innovative work behavior, with resilience as a moderator, in the manufacturing sector of Tangerang Regency, Indonesia. Against the backdrop of global competition demanding adaptive and innovative human resources, a quantitative approach using Structural Equation Modeling was applied to data from manufacturing employees. Validated instruments confirmed that self-leadership and proactive personality significantly drive innovative behavior, while resilience not only directly enhances innovation but also strengthens the self-leadership – innovation relationship. Finding underscore the synergistic interplay of these three factors in foresting an innovation work environment. Partical implications include intergrated resilience training programs, proactive personality – based recruitment strategies, and innovation reward system. The theoretical contribution lies in integrating proactive personality as a novel variable and demonstrating resilience’s dual role (direct and moderating) in an Indonesian manufacturing context, providing a sustainable human resource development framework for industrial competitiveness.*

INTRODUCTION

In an era of global competition and rapid technological developments, manufacturing companies are faced with the challenges of an increasingly dynamic and complex business environment. To be able to survive and grow, companies not only need cutting-edge systems and technology, but also human resources who are able to adapt, learn quickly, and have high motivation and initiative in their work. Agility in the face of change is one of the strategic keys for manufacturing companies to remain competitive in the midst of changing market demands (Ekadiana *et al.*, 2022).

The high need for innovation, efficiency, and productivity demands every individual in an organization to be able to manage themselves effectively. In this context, the ability to self-leadership It is becoming increasingly important, as it can improve performance, work engagement, and encourage innovative behavior in the work environment (Dewi *et al.*, 2021). Self-leadership Enable employees to be more independent, proactive, and responsible for their tasks and self-development, so that they can make an optimal contribution to manufacturing companies.

Self-leadership encourage individuals to become leaders for themselves, which in turn contributes to the performance of the organization. In other words, the application of an individual's ability to lead himself personally can have a particular impact in improving innovative work behavior (Oeij, 2023). Self-leadership plays an important role in employee development, as these skills serve as the primary foundation for creative and effective action. One of the fulfillment of the needs for the demands of creativity and innovation is obtained through skills self-leadership to every employee of a company (Triatmoko, 2023). Sania (2024), mentioning that individuals who have strong self-leadership can collaborate in teams more effectively and contribute to the achievement of team goals in a more structured way. The importance of increasing innovation, human resource development, adaptation to change, contribution to literature, practical relevance, and broader economic impact.

Proactive personality is an important factor to estimate employee innovation behavior, This is because of their attitude of having a positive view in the long term and not afraid of failure (Giebels *et al.*, 2016). Development proactive personality For employees of a company needs to be further reviewed (Khasanah & Himam, 2019). Proactive personality has an impact on the company's development, through encouraging employees to continue to act actively so that the creation of work innovations is higher (Nuryadi & Rahmah, 2024). Proactive personality In this study, it is based on the factor that complex industrial developments emphasize the need for high innovation to face business competition (Ma *et al.*, 2024).

Innovative work behavior It is important in the continuity of the company's development, the results are obtained in the individual's tendency to identify opportunities, namely through his initiative to take actions and consistent attitudes (Lailla & Nuraeni, 2023). Proactive personality create one's personality behavior to be able to generate active participation and provide equal opportunities by not comparing which side is the best (Adolph, 2016b). The factor that influences individuals to appear in behavior is their internal personality where the attitude of initiative is high for each individual's behavior to bring change and renewal in his environment (Romy & Ardansyah, 2022). It is concluded that proactive personality can have important implications, namely changes in the surrounding environment for the better, if it is linked in the company to arrange highly competitive business changes (Ma *et al.*, 2024).

Furthermore, in achieving employee innovation performance, it is also supported by Resilience, where the explanation is reflected through resilience for employees, namely their ability in the form of adaptation to create renewable ideas, thus Resilience reflect its influence and role for innovative work behavior a company (Papachristopoulos *et al.*, 2023). Roles and contributions Resilience It is manifested through motivation for one's work behavior to face challenges without a backward attitude and maintain a creative problem-solving focus. Innovative work behavior It plays an important role in the company's continued development, which is a great responsibility for employees (Munawaroh, 2019). Proactive personality play an important role in achieving innovative work behavior improvements for employees (Lailla, 2023). Proactive personality create one's personality behavior to be able to generate active participation and provide equal opportunities by not comparing which side is the best (Panjaitan, 2018).

Previous research has examined the relationship between self-leadership against innovative work behavior (Asbari *et al.*, 2021a). Proactive personality against innovative work behavior (Lailla & Nuraeni, 2023). Resilience Moderate self-leadership and innovative work behaviour (Suhandiah *et al.*, 2023). This research will add new variables, namely proactive personality (Khahan *et al.*, 2024), which can make new contributions so that this research will be more comprehensive. Previous research researched abroad, therefore the current research is researching

in manufacturing companies in Tangerang district. There have been many studies linking the Proactive personality, innovative work behavior, self leadership, dan Resilience However, in this study it combines the four variables in one model where Resilience is a moderation variable and this study was also conducted on manufacturing companies in Tangerang Regency.

This study aims to analyze the influence of Self-Leadership and Proactive Personality on Innovative Work Behavior. In addition, this study will also analyze the role of Resilience moderation in the relationship between Self-Leadership and Innovative Work Behavior in the context of the Manufacturing Industry sector in Tangerang district. This research also aims to expand the theoretical framework by delving deeper into the three interrelated variables, the results of this research can be used as a reference for future studies that are more effective in increasing productivity and innovation in organizations.

LITERATURE REVIEW

Self-Leadership

Define self-leadership as a way of leading oneself by controlling oneself to behave or act according to expectations (Malik, 2022). This leadership emphasizes the regulation in one's behavior to be able to control and create direction in order to achieve effectiveness for oneself. The control method in question includes how to control it in managing emotions and thoughts. This is done to maintain and improve optimal performance for the individual. Self-leadership is seen as an effective strategy to empower employees. Afrianita & Febriani (2022) declare that the employee who has self-leadership tend to be more proactive in shaping their organizational environment. Define self-leadership as a strategy that focuses on managing one's own behaviors, feelings, and mindsets, leading to positive self-development and directed focus. Ability self-leadership must be owned by individuals so that later individuals will be able to direct and control themselves according to their desires. Where the goals that have been set previously become a focus and the main assignment for oneself is behavior regulation and time management, including building an encouragement to develop (Hasanah *et al.*, 2021).

Proactive Personality

proactive personality characterized by a tendency to take control of the situation and create desired changes (Syara & Syah, 2022). Bruce Millett (2013) Define proactive personality As the main factor that influences an individual to display his behavior, it has to do with the feelings experienced in each individual. Furthermore, according to Bateman & Crant (1993) explains that proactive personality as a behavior with high initiative action taking in order to create changes in the environment for the better. The tendency to convey ideas increases the initiative of each individual to avoid losses, meaning that the skills possessed have been carried out a view of how to go forward in the long term, even though they are forward-oriented, but the ideas carried out direct change for the better (Jafri *et al.*, 2016).

Innovative Work Behavior

Innovative Work Behavior (IWB) is defined as individual behavior directed at the deliberate initiation and introduction of new and useful ideas, processes, products, or procedures in a work, group, or organizational role (Ullah *et al.*, 2024). It involves experimenting with new ideas, finding more effective ways to complete tasks, as well as generating and implementing those ideas. Thus, innovative work behavior is different from creativity because it emphasizes more on the implementation of new ideas in the context of work (Pus & Syah, 2023). According to Rachman

et al. (2022), creativity is like a jewel for high-performance work practices. The more sparkle an individual's creativity, the brighter the positive impact on innovative work behavior. Nurbaety & Rojuaniah (2022) affirming that employees are the key to innovation and development innovative work behavior. The ability of human resources to generate new ideas is a determining factor for organizations to remain competitive in the midst of fierce competition. Meanwhile, Jeroen de Jong (2010) in the (Yusuf & Etikariena, 2023) defines that innovative work behavior as a stage of a series of interrelated attributes in order to give rise to an idea that supports and can be implemented in the surrounding environment. The support provided is related to the fact that innovation of ideas leads to positive things. Thus the implications are given on the basis of good for all.

Resilience (RES)

Resilience (RES) is a collection of behaviors and procedures used by people to handle difficult situations based on the proposed strategies (Khahan *et al.*, 2024). According to Pooley & Cohen (2010), understanding of Resilience Describing a form of resilience, namely a potential to show intelligence by utilizing internal and external resources to face obstacles and different problems, the use of resources is carried out optimally with the use of assistive tools such as technology and so on. Then the output target from the processing of this resource will be allocated in order to be a bridge to problems and all obstacles that cause regression.

Furthermore, according to Adolph (2016) mention resilience as a process, capacity, or adaptation result that succeeds even in challenging circumstances. The meaning and meaning contained in this explanation describes a journey of results that are sometimes unimaginable how twisty it is. But this process really shows how a person's resilience is in order to convince a way out of all the obstacles that exist. This obstacle has characteristics that cannot be equalized, cannot be estimated and requires the possession of a resilient soul. Adaptation to all problems of this process is necessary in order to form a strong personality and easily adapt to all forms of problems that exist.

RESEARCH METHODS

This study applies a deductive method with a quantitative research model to test and evaluate the relationship between variables in the context of the manufacturing industry (Khahan *et al.*, 2024). The variables studied include self-leadership and proactive personality as an independent variable Malik (2022); Syara & Shah (2022), Resilience as a moderation variable Pooley & Cohen (2010); and innovative work behavior as a dependent variable (Pus & Syah, 2023). The goal is to analyze the impact self-leadership and proactive personality against innovative work behavior, and the role of moderation from Resilience.

Population that has been described by Hair *et al.*, (2019) is as a group that represents a unit that has the characteristics of information needed to support research as an answer to the question asked. The research population includes workers in the manufacturing industry of PT Kharisma Interplast Pratama in Tangerang Regency. Samples were taken using the purposive sampling, with the criteria that respondents have at least one year of work experience in the manufacturing industry in Tangerang Regency.

Before the main data collection, a pretest will be conducted with a sample of 30 respondents to test the validity of the research model. Theory Hair *et al* (2019) states that the number of samples should be at least 5-10 times the number of questionnaire statements for analysis Structural Equation Modeling (SEM). The number of respondents in this study sample is 135 (5 x 27) respondents, so the targeted respondents are 150 more than the minimum. The questionnaire will

contain statements related to the variables being studied, using a scale Likert The 5 points are Strongly Disagree (STS), Disagree (TS), Neutral (N), Agree (S), and Strongly Agree (SS). The distribution of the questionnaire will be carried out online through platform like Google Forms.

The questionnaire in this study consisted of 20 statements to measure 4 variables. Variable measurement resilience measured by adapting five statements, namely from Khahan *et al* (2024). Variabel innovative work behavior measured by adapting five statements from Khahan *et al* (2024). Variable measurement self-leadership measured using six statements, namely from Khahan *et al* (2024). To measure a variable proactive personality measured by adapting four statements, namely from Ullah *et al* (2024).

Data management in this study uses the Statistical Package For The Social Sciences (SPSS) for respondent profile analysis and validity and reliability test analysis. Then the hypothesis was tested using the Structural Equation Model- Partial Least Square (SEM-PLS) method. Structural Equation Modeling (SEM) is a statistical method used to analyze the relationship between latent variables that cannot be measured directly and variables that can be observed (Kline, 2016). Partial Least Squares (PLS) are used to estimate structural models involving latent variables and observational variables. Through PLS Path Modeling, researchers can evaluate the complex relationships between variables with a focus on predictive aspects and the ability to handle data that do not meet the assumption of normality (Vinzi *et al.*, 2010). This approach was chosen because it is able to examine the complex relationships between variables without requiring strict data distribution. The statistical analysis process is carried out with the help of SmartPLS 3.0 software.

Before the main analysis, an initial validity test was carried out on 30 respondents using SPSS. The results showed that most of the items in the questionnaire had a Corrected item-total correlation value above 0.5 so that it was declared valid. However, some items such as R1, R6, IWB4, SL1, SL6, PP1, and PP5 did not meet the criteria and were excluded from further analysis. Although there were some invalid items, the results of reliability testing showed that all variables produced a Cronbach's Alpha value above 0.7, which means that the measuring tool has good internal consistency and can still be used. Based on the hypothesis framework above, the research model can be illustrated as follows:

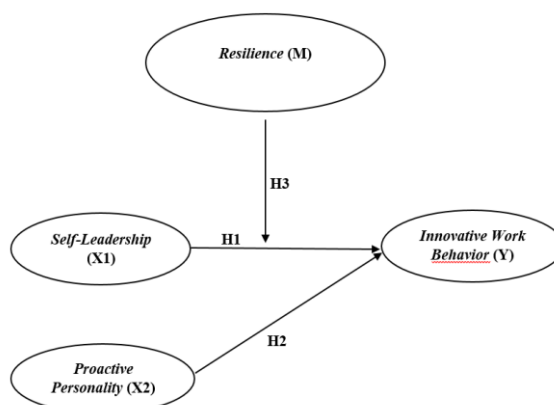


Figure 1. Research Model

- H1 : Self-Leadership has a positive influence on Innovative Work Behavior
 H2 : Proactive Personality has a positive influence on Innovative Work Behavior
 H3 : Resilience as a Self-Leadership moderation variable has a positive influence on Innovative Work Behavior

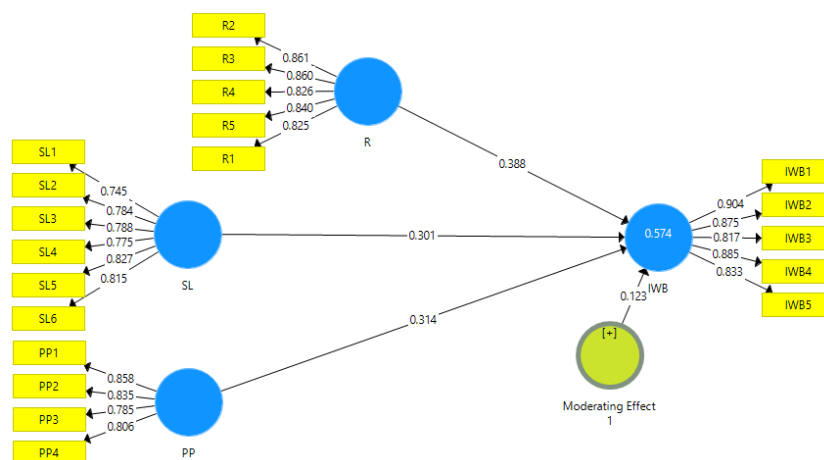
RESULT AND DISCUSSION

Result

The results of the pretest test on 30 respondents using SPSS showed that all instrument items had met the requirements for validity and reliability. The instrument is ready to be used for data collection in the main research. The respondents were employees of a manufacturing company, namely PT Kharisma Interplast Pratama. Of the 135 respondents we managed to obtain data based on gender, 92 respondents or 68.1% were men, and as many as 43 respondents or 31.9% were women. Based on the vulnerable age of 27 respondents or 20.0% of the age of 21-30 years, 54 respondents or 40.0% of the age of 31-40 years, 37 respondents or 27.4% of the age of 40-50 years, and 17 respondents or 12.6% of the age of over 50 years. Based on the length of work, 21 respondents or 15.6% worked for 1-5 years, 46 respondents or 34.1% worked for 6-10 years, 45 respondents or 33.3% worked for 11-15 years, and 23 respondents or 15.9% worked for more than 20 years. Based on the last education, as many as 108 respondents or 80.0% were educated S1-Bachelor, as many as 27 respondents or 20.0% were educated S2-Master, and as many as 0 respondents or 0.0% were educated S3-Doctor.

After all the data is collected, model testing is carried out using the SEM-PLS approach to assess the validity of the indicator through the outer loading value. This value describes the contribution of each indicator in the form of latent synthesis, where validity is required to ensure that each indicator accurately measures the construct that is the focus of the research. The higher the outer loading value indicates that the indicator is better at representing the latent construct being measured.

The image below shows a measurement model that connects latent constructs with their indicators. The arrow pointing from the construct to the indicator represents the outer loading value, which is used to assess the validity of the convergence.



As for the results of the image above, the *outer loading value* of each indicator can be explained in more detail in table 1 below:

Table 1. Test Results Outer Loadings

Indikator	WB	Moderating Effect 1	PP	R	SL
WB1	0,841	—	—	—	—
WB2	0,875	—	—	—	—

WB3	0,877	—	—	—	—
WB4	0,885	—	—	—	—
WB5	0,853	—	—	—	—
PP1	—	—	0,865	—	—
PP2	—	—	0,845	—	—
PP3	—	—	0,769	—	—
PP4	—	—	0,808	—	—
R2	—	—	—	0,861	—
R3	—	—	—	0,908	—
R4	—	—	—	0,826	—
R5	—	—	—	0,890	—
SL × R	—	1,905	—	—	—
SL1	—	—	—	—	0,786
SL2	—	—	—	—	0,784
SL3	—	—	—	—	0,784
SL4	—	—	—	—	0,775
SL5	—	—	—	—	0,775
SL6	—	—	—	—	0,815
R1	—	—	—	0,825	—

Based on the results of the analysis in Figure 2 and Table 1, it shows that all indicators in each construct have an *outer loading* value above the minimum limit of 0.70, with the lowest value of 0.745 (SL2) and the highest value of 0.904 (IWB1). This achievement confirms that each indicator has met the standard of convergent validity, so it can be said that the indicators significantly represent the latent construct under study. Thus, the measurement model in this study has been proven to be valid and can be applied to the advanced analysis process at the next stage. Next are the results of the *complete validity* and *reliability construct* test in table 2 below:

Table 2. Test Results Construct Reliability and Validity

Konstruk	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
WB	0,914	0,916	0,935	0,743
Moderating Effect 1	1,000	1,000	1,000	1,000
PP	0,838	0,845	0,882	0,655
R	0,888	0,898	0,924	0,710
SL	0,888	0,895	0,935	0,825

Based on the results in Table 2, it can be seen that all constructs in this study indicate that the *Average Variance Extracted* value (AVE) is more than 0.5, and the *Composite Reliability* and *Cronbach's Alpha* values also exceed the minimum standard of 0.7. These findings confirm that the instruments used have a good level of validity and reliability, making them suitable for use for the next stage of analysis.

Table 3. Test Results Discriminant Validity

Konstruk	WB	Moderating Effect 1	PP	R	SL
WB	—	—	—	—	—
Moderating Effect 1	0,589	1,000	—	—	—
PP	—	—	—	—	—
R	0,703	0,848	0,820	0,842	—
SL	—	—	—	—	—

Based on the results in Table 3, all research concepts meet the criteria for *discriminant validity* because the root value (AVE) of the *Average Variance Extracted* for each construct is higher than its correlation with other constructs. Although there is a strong correlation between *Proactive personality* and *Innovative work behavior*, this does not interfere with the overall feasibility of the model. Thus, the measurements are declared valid and can be proceeded to the structural analysis stage.

Next, an *R square analysis* was carried out to find out how much the independent variable contributed in explaining the dependent variable. The test results showed that 57.4% of the variation in *Innovative work behavior* (IWB) could be explained by *Resilience*, *proactive personality*, *self-leadership*, and moderation effects. The *Adjusted R square* value of 56.0% confirms the consistency of the results after adjusting for the complexity of the model. The values were quite adequate in explaining the relationships between variables in this study, with the rest of the variation explained by external factors outside the model.

Table 4. Direct Effect Test Results

Moderating Effect 1 → IWB	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
PP → IWB	0,314	0,322	0,137	2,302	0,022
SL → IWB	0,301	0,297	0,131	2,297	0,022

Based on the *Direct Effect* results table above, it shows that all independent variables have a significant influence on *Innovative work behavior*. The most powerful direct influence comes from *Resilience* and *Self-leadership*, both of which contribute meaningfully to increasing innovation. In addition, the moderation effect between *Self-leadership* and recognition was also shown to be significant, indicating that the interaction of the two reinforces innovative behaviors. Strategic recognition serves as an important catalyst, especially in the context of the manufacturing sector in Asia which has collective cultural dynamics. The high statistical value of the test further strengthens the findings.

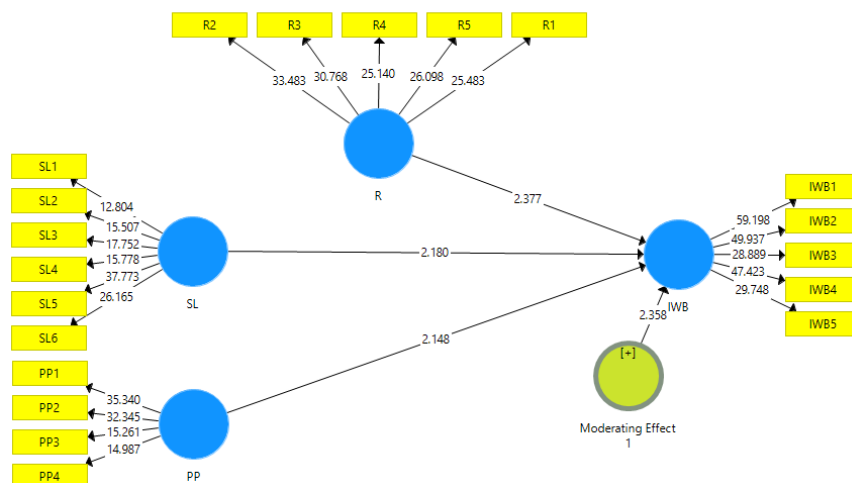


Figure 3. Path Diagram T-statistic

So to get a more complete picture of the relationship between variables, the following are shown the results of hypothesis testing using *t-statistic* values and *p-values* as follows:

Table 5. Hypothesis Test Research Model

Hipotesis	Hypothesis Statement	T-Statistic	P-Value	Result
H1	<i>Self-Leadership</i> has a positive influence on <i>Innovative Work Behavior</i>	2,297	0,022	Accepted
H2	<i>Proactive Personality</i> has a positive influence on <i>Innovative Work Behavior</i>	2,302	0,022	Accepted
H3	<i>Resilience</i> as a variable of moderation <i>Self-leadership</i> has a positive influence on <i>Innovative Work Behavior</i>	2,139	0,033	Accepted

All hypotheses submitted in this study are declared accepted. This is based on test results that show that each hypothesis has a *t-statistic* value greater than 1.96 and a *p-value* of less than 0.05. In addition, the original sample value shows a positive direction, both for the direct influence tested in this study.

Discussion

The results of the study show that *self-leadership* has a positive effect on *Innovative work behavior* in employees of PT Kharisma Interplast Pratama. Employees who are able to lead themselves tend to be more likely to develop innovative behaviors in their daily work. This is reflected in their ability to create an overview or guide to overcome from their ability to make an overview or guide to overcome problems in the manufacturing environment, confident to achieve success, and set clear work goals. In addition, the drive to improve performance and achieve better results encourages them to look for new, more effective ways of completing tasks. The habit of checking work progress also makes individuals more sensitive to the need for improvement and innovation in the workplace. Thus, *self-leadership* encourages employees to not only carry out their work regularly, but also actively achieve new ideas that are relevant to the development of the manufacturing industry.

The results of the study show that *Proactive personality* has a positive effect on *Innovative work behavior* in employees of PT Kharisma Interplast Pratama. Employees who are proactive tend to be more open to change and actively look for opportunities to innovate. This can be seen from the habits of those who are always trying to find new ways to make life, including in the context of work, better. When the ideas they have can be realized into something real, it provides satisfaction so that it encourages them to continue to innovate. In addition, a proactive attitude is also reflected in the desire to improve things that are considered inappropriate or ineffective, thereby creating continuous improvement in the work environment. Employees with proactive personalities are also aware of the importance of good communication to support work success, as effective communication is key to bringing innovative ideas to life collaboratively. Thus, proactivity encourages individuals to not only accept the circumstances as they are, but also actively create positive changes that support innovative behaviors in the manufacturing environment.

The results of the study show that *Resilience* plays a role as a moderation variable that strengthens the relationship between *Self-leadership* and *Innovative work behavior* in employees of PT Kharisma Interplast Pratama. Employees who have mental toughness and the ability to survive in the face of job pressure or challenges tend to be more consistent in innovating. This can be seen from their habit of often bringing new ideas and innovations into the work process in the manufacturing industry. They are also able to complete tasks optimally despite facing various obstacles, because they have good psychological endurance. In addition, the ability to find solutions

to work problems is one of the characteristics of Resilience employees, where they do not give up easily when facing obstacles, but instead try to find creative solutions. Employees with high *levels of resilience* are also actively looking for new work methods, techniques, or instruments that can improve their performance. These efforts are carried out consistently and in a structured manner, so that the innovative ideas produced are easier to implement in the work environment. Thus, *resilience* strengthens the role of *self-leadership* in encouraging innovative behaviors, because responsible individuals are better able to manage themselves to continue to innovate even when faced with difficult situations.

CONCLUSION

Based on the results of research that has been conducted on employees of PT Kharisma Interplast Pratama, it can be concluded that *Self-leadership* has a positive effect on *Innovative Work Behavior*. Employees who are able to lead themselves are more likely to show innovative behavior through the ability to solve problems, set work goals, improve performance, and evaluate work progress regularly. In addition, *Proactive Personality* also has a positive effect on *Innovative Work Behavior*. Employees with proactive personalities tend to be open to change, actively looking for new ways to improve things, and feel satisfied when their ideas are successfully translated into action.

Meanwhile, *Resilience* plays a role as a moderating variable that strengthens the relationship between *Self-leadership* and *Innovative Work Behavior*. Employees who have a high level of mental toughness tend to be more consistent in bringing innovative ideas into the work environment, complete tasks optimally, and actively look for new work methods or techniques to improve performance. With dementia, innovative work behavior in the context of work in the manufacturing industry is greatly influenced by employees' ability to lead themselves, be proactive, and have strong psychological resilience.

For the next researcher, it is hoped that it can expand the research object to companies with different industry fields, such as the service, technology, or banking sectors. This is to see if the relationship between variables has the same tendency in other sectors. In addition, future research is suggested to add other variables such as *Employee Engagement* or *Supportive Leadership* to enrich understanding of the factors that influence employees' innovative behavior. Research can also use longitudinal methods to determine the development of innovative behaviors over a period of time.

This research provides practical implications for organizations, particularly manufacturing companies, related to the development of innovative employee behaviors. These findings show that companies need to pay more attention to the development of employee personal aspects such as *self-leadership* and *proactive personality*, as both of these encourage the birth of new ideas in the work environment. In addition, *resilience* needs to be strengthened so that employees remain consistent in innovating even when facing challenges or work pressure. The development of a *Self-leadership-based trainer program*, providing space for idea initiatives, and the formation of a work culture that supports the mental toughness of employees can be a strategic step for companies in increasing sustainable innovation in the midst of increasingly fierce competition in the manufacturing industry.

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