



INNOVATIVE WORK BEHAVIOR ANALYSIS OF MSME EMPLOYEES: THE ROLE OF CREATIVE SELF-EFFICACY, ORGANIZATIONAL CULTURE AND PSYCHOLOGICAL EMPOWERMENT AS PREDICTORS

Setiyawami^{1)*}, Amelia Setyawati²⁾, Deara Shinta Lestari³⁾, Emi Wakhyuni⁴⁾, Syamsuddin⁵⁾

¹Management Study Program, Universitas Negeri Yogyakarta, Indonesia

²Management Study Program, STIE Indonesia Malang, Indonesia

³Management Study Program, STIE-IBEK, Indonesia

⁴Management Study Program, Universitas Pembangunan Panca Budi, Indonesia

⁵Management Study Program, Universitas Tadulako, Indonesia

*E-mail: ¹setiyawami@uny.ac.id, ²amelia.setyawati@gmail.com,
³deara.shinta@gmail.com, ⁴emiwakhyuni@dosen.pancabudi.ac.id, ⁵syam_singga@yahoo.co.id

Abstrak

Kemajuan teknologi dan disrupsi di berbagai bidang ekonomi mengakibatkan eksistensi perilaku kerja yang inovatif sangatlah dibutuhkan bagi pelaku usaha. Bagi para pelaku usaha, memahami perilaku karyawan sangatlah penting, dengan harapan pelaku usaha dapat memprediksi dan menciptakan kinerja para karyawan yang produktif. Terkait dengan perilaku yang inovatif bagi karyawan, maka sangatlah krusial bagi pelaku usaha untuk memahami dan mengetahui masing-masing karakteristik karyawan dalam bekerja. Penelitian memiliki tujuan utama untuk menganalisis pengaruh creative self-efficacy, organizational culture, dan psychological empowerment terhadap innovative work behavior. Sampel dalam penelitian ini berjumlah 160 karyawan yang bekerja di UMKM yang ditentukan dengan pendekatan convenience sampling. Analisis data menggunakan aplikasi SPSS dengan menampilkan hasil pengolahan data melalui uji instrumen penelitian dengan uji validitas dan reabilitas, analisis regresi berganda, koefisien determinasi dan uji hipotesis. Berdasarkan hasil analisis data menyimpulkan creative self-efficacy, organizational culture, dan psychological empowerment berpengaruh positif dan signifikan terhadap innovative work behavior. Implikasi penelitian menginformasikan agar perilaku karyawan yang bekerja di sektor UMKM dapat lebih inovatif, maka dibutuhkan creative self-efficacy yang tinggi serta pelaku usaha dapat memberikan motivasi yang mendorong mereka untuk bersemangat dalam bekerja. Selain itu, psychological empowerment juga perlu ditingkatkan dengan cara memberikan dukungan psikologis bagi karyawan.

Keywords: Creative Self-Efficacy, Organizational Culture, Psychological Empowerment, Innovative Work Behavior

Abstract

Technological advances and disruptions in various fields of the economy have resulted in the existence of innovative work behaviors that are urgently needed for business actors. For business actors, understanding employee behavior is very important, with the hope that business actors can predict and create productive employee performance. Related to innovative behavior for employees, it is very crucial for business actors to understand and know the characteristics of each employee at work. The research's main objective is to analyze the effect of creative self-efficacy, organizational culture, and psychological empowerment on innovative work behavior. The sample in this study is 160 employees who work in SMEs which are determined by the convenience sampling approach. Data analysis used the SPSS application by displaying the results of data processing through research instrument tests with validity and reliability tests, multiple regression analysis, coefficient of determination and hypothesis testing. Based on the results of data analysis concluded that creative self-efficacy, organizational culture, and psychological empowerment have a positive and significant effect on innovative work behavior. The research implications inform that the behavior of employees working in the MSME sector can be more innovative, it requires high creative self-efficacy and business actors can provide motivation that encourages them to be enthusiastic at work. In addition, psychological empowerment also needs to be increased by providing psychological support for employees.

Keywords: Creative Self-Efficacy, Organizational Culture, Psychological Empowerment, Innovative Work Behavior

INTRODUCTION

Businesses need to be able to choose human resources that can participate actively in all corporate operations successfully and efficiently (Nana Triapnita Nainggolan, Munandar et al., 2020). To achieve organizational goals, every company has a variety of integrated resources (Basoeky et al., 2021). The company's people resources are its most significant and valuable asset since, without them, it would be challenging to combine other resources and accomplish the organization's long-term objectives (Irwansyah et al., 2021). Acting in a way that fosters innovation and creativity is crucial for business actors because it may ensure business development and serve as a strong foundation for business success (Halim et al., 2020).

Business actors must be aware of each employee's inclinations in terms of their proactive activity when it comes to employee job innovation (Irwansyah et al., 2021). This is done so that company actors may categorize workers and determine which portions need the appropriate job design (Sudrartono et al., 2022). Because creative work behavior only occurs in workers with a spirit of initiative and the ability to try to apply it in actual work, conditioning and creating work in accordance with their capability and desire can boost employee innovative work behavior (Silalahi et al., 2022). Support is required from a variety of sources, including corporate culture, psychological empowerment, and creative self-efficacy, in order to execute innovative work behavior.

Employee creativity and strong self-efficacy are necessary to develop creative work behavior (Silalahi et al., 2020). High levels of creativity will influence attitudes and perceptions, which in turn will influence self-efficacy and creative work practices (Sembiring et al., 2022).

Employee self-efficacy, which is impacted by one's knowledge and attitude as a type of positive or negative belief in inventive behavior, is also seen to be significant for employees (Sofiyana et al., 2022). For employees to feel engaged in a certain subject and delighted to be involved in diverse company operations, innovative work behavior and self-efficacy are crucial (Lie et al., 2019). When employees want to start a firm based on the intensity of their creative labor, they produce good outcomes. This statement is supported by research results (Saeed et al., 2019), confirmed that creative self-efficacy has a significant effect on innovative work behavior.

Aspects of company culture are also seen to be crucial in influencing inventive employee work behavior, in addition to the creative self-efficacy element. One behavior that sets one organization apart from another is its organizational culture (Indajang et al., 2021). How employees within a business perceive its cultural traits is related to organizational culture (Lie, Sherly, et al., 2021). The beliefs and concepts that an organization's members should follow in terms of objectives and standards of behavior are examples of how the values of organizational culture are portrayed (Silalahi et al., 2021). It will be possible to increase the quality of work to the greatest extent with the presence of an excellent organizational culture and work culture (Director, 2014). Fun organizational culture practices encourage innovative behavior of employees to carry out their work to the fullest. According to (Firdaus & Handoyo, 2021), the implementation of a strong organizational culture will shape strong individual behavior so that this will encourage the desire to maximize self-initiative to work with capabilities and innovative ideas.

Empowerment is a psychological representation of a state of motivating cognition induced in the person by the

work environment and reflecting the person's personality (Simatupang et al., 2022). When employees are psychologically empowered, they become more self-assured in their abilities to think creatively, behave pro-actively, take initiative, and work on their own (Rahman et al., 2014). Additionally, psychological empowerment that is well-managed will affect workers' motivating tools, which are becoming increasingly essential in doing a task (Knezovic & Drkic, 2021). According to study findings, this claim is true. The impact of psychological empowerment on creative work behavior was proven by (Helmy & Pratama, 2018). The same thing was also stated in research (Amalia & Handoyo, 2018), which states that innovative work behavior is triggered by the psychological empowerment of employees.

In order to increase employee initiative and shape inventive work behavior for carrying out and finishing work optimally, psychological empowerment is used as a method. In order to optimize the amount of work done, entrepreneurial work pressure must also boost some components of creative self-efficacy. The urgency of this research is to examine how organizational culture, psychological empowerment, and creative self-efficacy affect innovative work behavior. The results of this study are intended to help MSME business owners create novel work behavior methods for their staff that are based on the growth of creative self-efficacy, organizational culture, and psychological empowerment.

LITERATURE REVIEWS

Creative Self-Efficacy

According to social cognitive theory, the major factor influencing how one behaves is the creative self-efficacy aspect. A person's opinion of his or her own capacity to plan and carry out creative acts

in order to generate superior work is referred to as creative self-efficacy (Baradarani & Kilic, 2018). Additionally, according to (Park et al., 2021), creative self-efficacy is a personal trait that is typically linked to self-durability, the capacity for self-control and goal achievement, the capacity for overcoming challenges, and the persistence required to overcome obstacles in order to produce satisfaction in the individual (Sudirman, Halim, et al., 2021). Self-efficacy beliefs influence how individuals respond and are a conceptual component in understanding other people in various settings (Hallak et al., 2018). Person feels more pressure the less confident they are in themselves. This is what reduces a worker's productivity since it makes them more susceptible to illness, disrupts their sleep, and other issues (Suryani et al., 2021). The findings of various earlier research, including (Hsiao et al., 2011); (Muniarty et al., 2021); (Akbari et al., 2021), suggested that creative self-efficacy is a key factor in stimulating employees' willingness to engage in innovative work practices. So, this study is conducted to establish hypotheses based on the findings of various past studies:

H1: Creative self-efficacy affects innovative work behavior

Organizational culture

As it is a person's perspective of what the organization offers and is used to guide future members' conduct, organizational culture is crucial to establish (Feldiannisa, 2022). The psychological environment in which an organization's employees operate is known as its organizational culture. How well individuals are led, developed, and appreciated by the organization affects the climate (Parashakti et al., 2016). According to (Janicijevic et al., 2018), a corporation usually fosters a dynamic and

alluring environment for its people resources. Organizations that have a slow-moving organizational culture, on the other hand, are more likely to create useless work (Ghanney et al., 2017). Employees will be encouraged to use their inventive skills if organizational culture can be applied effectively in daily operations. research finding Companies that pay attention to the implementation (Garcia-Morales et al., 2018) and monitoring of organizational culture will impact the amount of innovative work behavior of workers while working, according to (Firdaus & Handoyo, 2021); (Esha & Dwipayani, 2021); (Reynal et al., 2023). Thus, this study is conducted to establish hypotheses based on the findings of various past research projects:

H2: Organizational culture affects innovative work behavior

Psychological Empowerment

Employee motivation will often increase if their work is relevant (Lie, Dharma, et al., 2021). In the end, they will believe that their efforts have value and that they have the potential to influence creativity (Sherly et al., 2020). When they believe they are receiving more ideas and inspiration, employees have greater capacity and are more motivated to create (Hasbi & Subrini, 2020). Also, psychological empowerment that is properly handled will affect employees' motivating skills, which are becoming increasingly essential for doing a task (Knezovic & Drkic, 2021). Workers that gain psychological empowerment will feel more confidence in their ability to work autonomously, think creatively, behave pro-actively, and take initiative (Teng et al., 2020). According to research by (Prabowo et al., 2018); (Gultom et al., 2022); (Putra et al., 2022), psychological empowerment has a good and substantial impact on innovative work behavior. Thus,

this study is conducted to establish hypotheses based on the findings of various past research projects:

H3: Psychological empowerment affects innovative work behavior

Innovative Work Behavior

Everyone produces performance as work behavior in accordance with their function within an organization, and in order to acquire high performance from employees, businesses must be able to give a variety of facilities and infrastructure as support for carrying out work (Asip et al., 2022). A process for self-identification, promoting, realizing, and implementing ideas in specific organizational operations that have the potential to improve performance for both individuals and the company as a whole is known as innovative work behavior (Sudirman, Sholihah, et al., 2021). To put it another way, creative behavior is also known as the discovery and use of new technologies or work methods to improve upon already completed jobs (Akram et al., 2018). Yet, creative work behavior is defined as the canalization of all individual actions into the unit of innovation creation, promotion, and production in any business (Leong & Rasli, 2014). Each employee will succeed in assisting the organization and business in achieving success via sustained effectiveness if they are able to manage creative work behavior (Kmieciak, 2020).

METHODS

This study employs a quantitative research design with an associative technique. The majority of the participants in this study are Indonesian MSME employees. The sample was drawn using a convenience sampling strategy because the population was unknown. According to (Hair, 2014), the appropriate size of the representative responses relies on the sum of all indicators in the variable multiplied

by 5–10 if the whole population is unknown. As there are sixteen indicators in this survey, there are $16 \times 10 = 160$ respondents in this study. This study uses a research instrument test consisting of validity and reliability tests. The quantitative analysis consists of a normality test, regression test, hypothesis test, correlation test, and coefficient of determination. Furthermore, the operational definition of this research variable consists of the dependent variable, namely innovative work behavior consisting of generation, promotion, and realization (Javed et al., 2019). The first operational definition of the independent variable, namely creative self-efficacy including generating new ideas, confident in his abilities, and gifted at developing ideas (Teng et al., 2020). For the second independent variable, organizational culture consists of job descriptions, completing tasks, responsibilities, rewards, support, and performance (Gozukara et al., 2016). Then the independent variables of psychological empowerment consist of meaning, competence, self-determination, and impact (Javed et al., 2019).

RESULTS AND DISCUSSION

Table 1. General Profile of Respondents

Categories	Details	amount	Percentage (%)
Gender	Men	62	38.75
	woman	98	61.25
Age (years)	20-29	28	17.5
	30-39	52	32.5
	40-49	50	31.25
	50-59	30	18.75
Level of education	High School	55	34,37
	Diploma	45	28,13
	Bachelors	60	37.5
MSME Age (years)	< 1	40	25
	1-5	70	43.75
	6-10	35	21.88
	> 10	15	9.37

Validity and Reliability Test

Table 2. Validity Test Results

Variables	Corrected items - Total correlation	N of Items	Test results
Creative Self-Efficacy	0.387	9	Valid
Organizational culture	0.569	18	Valid
Psychological Empowerment	0.424	12	Valid
Innovative Work Behavior	0.431	12	Valid

Based on the validity test of table 1 above, it is concluded that all indicators in the study have a value above 0.30, and the measurement items used in this research are valid (Sugiyono, 2017). Next, a reliability experiment is carried out to measure the measurement items on the questionnaire items that describe the indicators of the variables. A questionnaire is reliable if a person's response to a question does not change or is normal from time to time.

Table 3. Reliability Test Results

Variables	Cronbach's Alpha	N of Items	Test results
Creative Self-Efficacy	0.790	9	reliable
Organizational culture	0898	18	reliable
Psychological Empowerment	0.842	12	reliable
Innovative Work Behavior	0.851	12	reliable

The results of the experiment's reliability shown in table 2 above prove that all indicators have a Cronbach alpha value for each instrument > 0.60 , so it can be concluded that all the instruments used are reliable (Sugiyono, 2017).

Multiple Regression Test

Table 4. Multiple Regression Test Results

Model	Unstandardized Coefficients		t-count	Sig.
	B	std. Error		
(Constant)	11,210	2,010	7,678	.000
1 Creative Self-Efficacy	,310	0.172	4,201	.000
Organizational Culture	,356	0.188	3,870	.000
Psychological Empowerment	,276	0.068	2,824	.008

The equation model is obtained from the multiple linear regression above: $\hat{Y} = 11.210 + 0.310X_1 + 0.356X_2 + 0.276X_3$, meaning that creative self-efficacy, organizational culture, and psychological empowerment positively affect innovative work behavior. Based on these equations, it can be explained as follows:

1. The constant value of 11,210 can be interpreted if the variables of creative self-efficacy, organizational culture, and psychological empowerment are considered zero, then the value of innovative work behavior will be 11,210.
2. The value of the beta coefficient on the creative self-efficacy variable is 0.310, which means that every change in the creative self-efficacy variable by one unit will result in a change in the innovative work behavior of 0.310 units with the assumption that the other variables are at a constant value.
3. The beta coefficient value on the organizational culture variable is 0.356, which means that every change in the organizational culture variable by one unit will result in a change in the innovative work behavior of 0.356 units with the assumption that the other variables are at constant values.
4. The beta coefficient value on the psychological empowerment variable is 0.276, which means that every change in the psychological empowerment

variable by one unit will result in a change in the innovative work behavior of 0.276 units with the assumption that the other variables are at constant values.

Simultaneous and Partial Hypothesis Testing

To examine the variable binding simultaneously, experiment F is used. Simultaneous hypothesis testing attempts to analyze whether creative self-efficacy, organizational culture, and psychological empowerment variables can simultaneously influence innovative work behavior.

Table 5. Simultaneous Test Results

Model	Sum of Squares	df	F	Sig.
1 Regression	89,501	3	20,139	.000b
residual	180,778	156		
Total	250,114	159		

Based on the results of the simultaneous test analysis in table 5, the F-count value is 20.139 > from F-table with (0.05; 3 vs. 157) of 3.05 or with a significant $0.000 \leq 0.05$ can be interpreted as creative self-efficacy, organizational culture, and psychological empowerment affect innovative work behavior simultaneously. Subsequently, a partial test was conducted to analyze the effect of creative self-efficacy, organizational culture, and psychological empowerment on innovative work behavior. Based on the results of data analysis in table 4, the results of the t-test in this study are as follows:

1. Creative self-efficacy has a significant level of $0.000 \leq 0.05$, meaning that creative self-efficacy has a significant effect on innovative work behavior (H1 accepted).
2. Organizational culture obtained a significant level of $0.000 \leq 0.05$, meaning that organizational culture significantly affects innovative work behavior (H2 accepted).

- Psychological empowerment has a significant level of $0.008 \leq 0.05$, meaning that psychological empowerment has a significant effect on innovative work behavior (H3 accepted).

Coefficient of Determination Test

The coefficient of determination is used to measure how far a model can explain the variation of the dependent variable. The results of the determination test in this study can be explained in Table 6 below:

Table 6. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	std. An error in the Estimate
1	.614a	.401	.328	1,248

Based on the results of the data analysis in table 6 above, the coefficient of determination value is 0.401, which means that the level of organizational citizenship behavior of 40.1% can be explained by creative self-efficacy, organizational culture, and psychological empowerment, while other factors can explain the remaining 59.9%, not discussed in this study.

Discussion

Based on partial hypothesis testing (H1) results, creative self-efficacy positively and significantly affects innovative work behavior. Self-efficacy really determines how much confidence about the ability that each individual has to carry out the learning process so that it can achieve optimal learning results. Individuals who have high creative self-efficacy will better manage themselves to learn to perform innovative behaviors at work (Teng et al., 2020). Someone can be considered to have high creative self-efficacy not only measured by their level of self-confidence. But also about the self-awareness they have. In addition, they will

also plan an action and can make up for their shortcomings. It aims to be able to obtain a predetermined target. The level of creative self-efficacy of each individual in carrying out and completing a task is clearly different. The difference depends on the level of difficulty of the task. Someone will have high creative self-efficacy if they do tasks that are relatively simple and easy for them. Employees who have high creative self-efficacy will usually do certain and more difficult tasks. They do not see the task or work they are doing as a burden or a threat to them. Besides that, they will also choose to develop their passions for an activity in order to achieve their goals (Hsu et al., 2011).

Based on partial hypothesis testing (H2) results, organizational culture positively and significantly affects innovative work behavior. These results confirm that a strong aspect of organizational culture will trigger employees to generate creative ideas at work, so that these conditions encourage innovative work behavior. Therefore, during the onboarding process, it is important to present Organizational culture to new employees (Lie, Sherly, et al., 2021). The existence of a clear culture will act as a guide for new employees in the midst of a new and diverse atmosphere in the organization. Organizational Culture has a direct impact on employee performance and well-being. A healthy culture addresses both of these areas by finding the appropriate balance based on the Organization's values. A strong organizational culture has the power to turn employees into organizational supporters (Kim et al., 2013). Employees don't just want more than a good steady salary and benefits, they want to feel that what they do matters. When employees feel meaningful, they are more likely to be innovative in their work, i.e. people who not only contribute to the company's

organizational culture, but also promote and live it internally and externally.

Based on partial hypothesis testing (H3) results, psychological empowerment and significantly affects innovative work behavior. These results confirm that the psychological existence of employees plays an important role in the reasoning of employees' creative power. This is the basis for some employees to carry out all activities with high motivation. This condition will encourage them to have confidence that they are competent in carrying out their work and have the enthusiasm to foster creativity in carrying out the work given (Amalia & Handoyo, 2018). In addition, a psychological empowerment role model is needed from managers and supervisors for employees. If managers or supervisors seem unenthusiastic at work and don't feel confident in what you are doing, then it will be difficult for them to motivate others (Knezovic & Drkic, 2021). Thus, every manager and supervisor must realize that they are role models of psychological empowerment for their subordinates. Psychological empowerment has an important role in increasing employee proactive behavior in the form of asking for feedback from colleagues or superiors, engaging in creative and innovative activities.

CONCLUSION

The results of this study concluded that creative self-efficacy, organizational culture, and psychological empowerment have a positive and significant effect on innovative work behavior. The concept of self-efficacy emphasizes the role of observational learning, social experience, and mutual determinism in personality development. Creative self-efficacy can also make it easier for employees to achieve goals because they have sufficient confidence. In addition, self-efficacy can

help employees complete tasks well and make it easier for them to do work creatively and innovatively. Then the organizational culture factor is also considered crucial to encourage employees to act in accordance with innovative behavior at work.

Furthermore, the psychological empowerment aspect has been proven to be able to change individual behavior as mentioned above and is above the ability of creative behavior. With this statement, it is easier to understand why psychological empowerment, with its ability to change behavior, has become a highlighted construct and a mainstay in the organizational and service sector literature. Empowerment basically does not mean to equip people with power and wealth, but to make them aware of themselves and what they want from life.

The implications of this study emphasize that in order for the behavior of employees working in the MSME sector to be more innovative, high creative self-efficacy is needed and businesses can provide motivation that encourages them to be enthusiastic about working. On the other hand, business actors need to implement a strong organizational culture in all business activities, so that this will form an active and caring attitude towards their work. In addition, psychological empowerment also needs to be increased by providing psychological support for employees. Employees who are psychologically motivated they can make progress or complete work without significant problems and undue burden.

For further research, the authors recommend future researchers develop variables that are thought to be the main predictors for encouraging innovative work behavior, such as motivation, organizational justice, work discipline, organizational trust, individual characteristics, organizational commitment, reward, work environment,

and others, so that they can provide complete recommendations regarding the development of human resource performance for business actors, especially for employees who have low innovative work behavior. In addition, sample and population sizes should be enlarged to better analyze and understand the relationship. Therefore, it would be better for further research to use more respondents from different regions.

REFERENCE

- Akbari, M., Bagheri, A., Imani, S., & Asadnezhad, M. (2021). Does Entrepreneurial Leadership Encourage Innovation Work Behavior? The Mediating Role of Creative Self-Efficacy And Support For Innovation. *European Journal of Innovation Management*, 24(1), 1–22. <https://doi.org/10.1108/EJIM-10-2019-0283>
- Akram, T., Lei, S., Haider, M. J., & Hussain, S. T. (2018). Exploring the Impact of Knowledge Sharing on the Innovative Work Behavior of Employees: A Study in China. *International Business Research*, 11(3), 186. <https://doi.org/10.5539/ibr.v11n3p186>
- Amalia, D. T., & Handoyo, S. (2018). Peran Psychological Empowerment dalam Hubungan antara Empowering Leadership dengan Perilaku Kerja Inovatif. *Jurnal Psikologi Teori Dan Terapan*, 9(77), 77–90.
- Asip, M., Novriansyah, Y., Sari, M., Sudirman, A., Prastiwi, N. L. P. E. Y., & Windiarti, S. (2022). *Komunikasi Bisnis*. Media Sains Indonesia. <https://www.ptonline.com/articles/how-to-get-better-mfi-results>
- Baradarani, S., & Kilic, H. (2018). Service Innovation in the Hotel Industry: Culture, Behavior, Performance. *Service Industries Journal*, 38(13–14), 897–924. <https://doi.org/10.1080/02642069.2017.1420172>
- Basoeky, U., Panggabean, S., Manu, G. A., Wardhana, A., Hoeronis, I., Adnan, Y., Maisarah, & Sudirman, A. (2021). *Pemanfaatan Teknologi Digital: Dalam Berbagai Aspek Kehidupan Masyarakat*. Media Sains Indonesia.
- Esha, D., & Dwipayani, M. (2021). Pengaruh Kepemimpinan Dan Budaya Organisasi Terhadap Perilaku Kerja Inovatif Di Pt Smart Meter. *Simposium Nasional Multidisiplin (SinaMu)*, 2(0), 2020. <http://jurnal.umt.ac.id/index.php/senam/article/view/3522>
- Feldiannisa, T. N. (2022). The Influence of Motivation as an Intervening Variable on the Relationship Between Work Climate and Organizational Culture with Innovative Work Behavior in Society 5 . 0 Era (Study on Employees at JMC Electronics Kaohsiung). *Prosiding Seminar Nasional Ilmu Manajemen, Ekonomi, Keuangan Dan Bisnis*, 1(1), 33–50.
- 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*, 1(2), 1468–1477.
- Garcia-Morales, V. J., Martín-Rojas, R., & Lardón-López, M. E. (2018). Influence of social media technologies on organizational performance through knowledge and innovation. *Baltic Journal of Management*, 13(3), 345–367. <https://doi.org/10.1108/BJM-04-2017-0123>
- Ghanney, R. A., Ali, T. A., & Ali, H. (2017). School Culture Teacher Job Performance: A Comparative Analysis Of The Perception Of The Teaching

- Staff In Private and Public Basic School In GA South Municipality. *British Journal of Education*, 5(9), 108–121.
- Gozukara, I., Yildirim, O., & Yildiz, B. (2016). Innovative Behavior: Relations with Developmental Culture, Psychological Empowerment, Distributive Justice and Organizational Learning Capacity. *International Business Research*, 9(10), 186. <https://doi.org/10.5539/ibr.v9n10p186>
- Gultom, L., Suroso, G., & Gasjirin, J. (2022). The Influence Of Proactive Behavior And Psychological Empowerment On Innovative Work Behavior: Moderating Role Of Job Characteristic. *Journal of World Science*, 1(9), 674–682. <https://doi.org/10.36418/jws.v1i9.92>
- Hair, J. F. (2014). *Multivariate Data Analysis 7th Edition*. Pearson Prentice Hall.
- Halim, F., Efendi, Butarbutar, M., Malau, A. R., & Sudirman, A. (2020). Constituents Driving Interest in Using E-Wallets in Generation Z. *Proceeding on International Conference of Science Management Art Research Technology*, 1(1), 101–116. <https://doi.org/10.31098/ic-smart.v1i1.32>
- Hallak, R., Assaker, G., O'Connor, P., & Lee, C. (2018). Firm Performance In The Upscale Restaurant Sector: The Effects Of Resilience, Creative Self-Efficacy, Innovation And Industry Experience. *Journal of Retailing and Consumer Services*, 40(May 2017), 229–240. <https://doi.org/10.1016/j.jretconser.2017.10.014>
- Hasbi, F., & Subrini, S. (2020). Leader Member Exchange Dengan Psychological Empowerment dan Innovative Work Behavior karyawan Perbankan. *Jurnal Ekonomi Keuangan Dan Perencanaan Indonesia*, 2(1), 1–16.
- Helmy, I., & Pratama, M. P. (2018). Pengaruh Proactive Personality Dan Pemberdayaan Psikologis Terhadap Perilaku Inovatif Melalui Creative Self Efficacy. *Jurnal Probisnis*, 11(2), 14–21.
- Hsiao, H.-C., Chang, J.-C., Tu, Y.-L., & Chen, S.-C. (2011). The Influence of Teachers ' Self-efficacy on Innovative Work Behavior. *International Conference on Social Science and Humanity*, 5(1), 233–237.
- Hsu, M. L. A., Hou, S. T., & Fan, H. L. (2011). Creative Self-Efficacy And Innovative Behavior In A Service Setting: Optimism As A Moderator. *Journal of Creative Behavior*, 45(4), 258–272. <https://doi.org/10.1002/j.2162-6057.2011.tb01430.x>
- Indajang, K., Halim, F., & Sudirman, A. (2021). The Effectiveness of Teacher Performance in Terms of the Aspects of Principal Leadership , Organizational Culture , and Teacher Competence. *Proceedings of the 2nd Annual Conference on Blended Learning, Educational Technology and Innovation (ACBLETI 2020)*, 560(Acbleti 2020), 402–408.
- Irwansyah, R., Syahputra, D., Ningsih, S., Hasan, M., Kristanto, T., Nugroho, L., Marwan, D., Febrianty, Sudirman, A., & Sudarmanto, E. (2021). *Marketing Digital Usaha Mikro*. Widina Bhakti Persada.
- Janicijevic, N., Nikcevic, G., & Vasic, V. (2018). The Influence Of Organizational Culture On Job Satisfaction. *Economic Annals*, 13(219), 83–114. <https://doi.org/10.2298/EKA1819083J>
- 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>
- Kim, T. T., Lee, G., Paek, S., & Lee, S. (2013). Social Capital, Knowledge Sharing and Organizational Performance: What Structural Relationship Do They Have in Hotels? *International Journal of Contemporary Hospitality Management*, 25(5), 683–704. <https://doi.org/10.1108/IJCHM-Jan-2012-0010>
- Kmieciak, R. (2020). Trust, Knowledge Sharing, and Innovative Work Behavior: Empirical Evidence From Poland. *European Journal of Innovation Management*, 8(2), 1–28. <https://doi.org/10.1108/EJIM-04-2020-0134>
- Knezovic, E., & Drkic, A. (2021). Innovative Work Behavior In SMES: The Role Of Transformational Leadership. *Employee Relations: The International Journal*, 43(2), 398–415. <https://doi.org/10.1108/ER-03-2020-0124>
- Leong, C. T., & Rasli, A. (2014). The Relationship between Innovative Work Behavior on Work Role Performance: An Empirical Study. *Procedia - Social and Behavioral Sciences*, 129, 592–600. <https://doi.org/10.1016/j.sbspro.2014.03.717>
- Lie, D., Dharma, E., & Sudirman, A. (2021). Measurement of Teacher Performance in Pematangsiantar City Middle School Through Teacher Certification , Motivation , and Job Satisfaction. *Proceedings of the 2nd Annual Conference on Blended Learning, Educational Technology and Innovation (ACBLETI 2020) Measurement*, 560(Acbleti 2020), 396–401.
- Lie, D., Sherly, Dharma, E., Wakhyuni, E., & Sudirman, A. (2021). Reflections on Teacher Job Satisfaction: The Role of Principal Supervision, Organizational Culture, Motivation, and Compensation. *Jurnal Organisasi Dan Manajemen*, 17(1), 234–248. <https://doi.org/10.29210/021121jppi0005>
- Lie, D., Sherly, S., Dharma, E., & Sudirman, A. (2019). The Impact of Work Discipline and Work Ethic on the Teacher Performance of Sultan Agung Pematangsiantar Private Middle School Teachers T.A. 2018/2019. *International Journal of Business Studies*, 3(3), 125–135. <https://doi.org/10.32924/ijbs.v3i3.83>
- Muniarty, P., Bairizki, A., Sudirman, A., Wulandari, Anista, J. S. A., Satriawan, D. G., Putro, Suryati, E., Suyatno, A., Setyorini, R., Putra, S., Nugroho, L., Nurfadilah, D., & Samidi, S. (2021). *Kewirausahaan*. Widina Bhakti Persada.
- Nana Triapnita Nainggolan, Munandar, A. S., Lora Ekana Nainggolan, Fuadi, P. H., Dewa Putu Yudhi Ardiana, Acai Sudirman, D. G., Nina Mistriani, A. H. P. K., & Astri Rumondang, D. G. (2020). *Perilaku Konsumen Di Era Digital*. Yayasan Kita Menulis.
- Parashakti, R. D., Rizki, M., & Saragih, L. (2016). Pengaruh Kepemimpinan Transformasional Dan Budaya Organisasi Terhadap Perilaku Inovatif Karyawan (Studi Kasus di PT. Bank Danamon Indonesia). *Jurnal Manajemen Teori Dan Terapan/ Journal of Theory and Applied Management*, 9(2), 81–96. <https://doi.org/10.20473/jmtt.v9i2.3015>
- Park, N. K., Jang, W., Thomas, E. L., & Smith, J. (2021). How to Organize Creative and Innovative Teams: Creative Self-Efficacy and Innovative Team Performance. *Creativity Research Journal*, 33(2), 168–179.

- <https://doi.org/10.1080/10400419.2020.1842010>
- Prabowo, R., Mustika, M. D., & Sjabadhyni, B. (2018). How a Leader Transforms Employees' Psychological Empowerment Into Innovative Work Behavior. *Psychological Research on Urban Society*, 1(2), 90. <https://doi.org/10.7454/proust.v1i2.32>
- Putra, Y. S., Suharti, L., & Sasongko, G. (2022). Developing Innovative Work Behavior: The Influence of Psychological Empowerment and Intergenerational Learning. *Jurnal Ekonomi Dan Bisnis*, 25(2), 435–452. <https://doi.org/10.24914/jeb.v25i2.5327>
- Rahman, A. A., Panatik, S. A., & Alias, R. A. (2014). The Influence of Psychological Empowerment on Innovative Work Behavior among Academia in Malaysian Research Universities. *International Proceedings of Economics Development and Research*, 63(15), 73–77. <https://doi.org/10.7763/IPEDR>
- Reynal, I., Piki, M., Ardimi, M. G., Suwandi, C. I., & Ferdinan, B. A. (2023). Pengaruh Kepemimpinan Entrepreneurial dan Budaya Organisasional Terhadap Kinerja Karyawan Melalui Perilaku Kerja Inovatif. *Widya Cipta: Jurnal Sekretari Dan Manajemen*, 7(1), 45–52.
- Saeed, B. Bin, Afsar, B., Cheema, S., & Javed, F. (2019). Leader-Member Exchange And Innovative Work Behavior: The Role Of Creative Process Engagement, Core Self-Evaluation, And Domain Knowledge. *European Journal of Innovation Management*, 22(1), 105–124. <https://doi.org/10.1108/EJIM-11-2017-0158>
- Sembiring, L. D., Silitonga, H. P., Loist, C., Sinaga, O. S., & Sudirman, A. (2022). Analysis of Student Entrepreneurial Interest Stimulators at Universities in Pematangsiantar City. *Valid: Jurnal Ilmiah*, 20(1), 1–10.
- Sherly, Halim, F., & Sudirman, A. (2020). The Role Of Social Media In Increasing Market Share Of Msme Products In Pematangsiantar City. *Jurnal Manajemen Dan Bisnis*, 9(2), 61–72.
- Silalahi, M., Abdurohim, A., Romy, E., Candra, V., & Sudirman, A. (2022). The Involvement Locus of Control, Servant Leadership, and Innovative Work Behavior to Improve Teacher Performance Marto. *Jurnal Pendidikan Progresif*, 12(2), 751–763. <https://doi.org/10.23960/jpp.v12.i2.202227>
- Silalahi, M., Komariyah, I., Sari, A. P., Purba, S., Sudirman, A., & Purba, P. (2020). *Dasar-Dasar Manajemen & Bisnis*. Yayasan Kita Menulis.
- Silalahi, M., Simatupang, S., Romy, E., Candra, V., & Sudirman, A. (2021). Analysis of Teacher Performance Assessed from the Aspects of Organizational Culture , Motivation , and Competence. *Journal of Educational Research and Evaluation*, 5(3), 406–413.
- Simatupang, S., Dharma, E., Ambarita, M. H., Butarbutar, N., & Sudirman, A. (2022). Determinants of Innovative Work Behaviorof MSME Employees during the Covid-19 Pandemic in Pematangsiantar City. *Valid: Jurnal Ilmiah*, 20(1), 54–63.
- Sofiyon, S., Agustina, T., Siahaan, R., Simatupang, S., & Sudirman, A. (2022). Testing the Relationship between Employee Engagement and Employee Performance : The Urgency of Self Efficacy and Organizational Justice as Predictors. *The 3rd International Conference on Advance & Scientific Innovation (ICASI)*,

- 2022(3), 425–440.
<https://doi.org/10.18502/kss.v7i10.11382>
- Sudirman, A., Halim, F., Nainggolan, A. B., Butarbutar, N., & Sherly, S. (2021). Meninjau Hubungan Antara Penggunaan Media Sosial dan Orientasi Pasar Terhadap Kinerja Bisnis Sektor UMKM. *Prosiding Seminar Nasional Ekonomi Dan Bisnis 2021 Universitas Muhammadiyah Jember*, 165–179. <https://doi.org/10.32528/psneb.v0i0.5165>
- Sudirman, A., Sholihah, D. R., Putra, D. S., Trenggana, A. F. M., Widodo, S. A., HASbi, I., & Martini, E. (2021). *Pemasaran Kontemporer (Sebuah Tinjauan Teori Dan Praktis)*. Widina Bhakti Persada.
- Sudrartono, T., Nugroho, H., Irwanto, I., Agustini, I. G. A. A., Yudawisastra, H. G., Amaria, H., Nuryanti, N., Lidang, F., & Sudirman, A. (2022). *Kewirausahaan UMKM Di Era Digital*. Widina Bhakti Persada.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Alfabeta.
- Suryani, N. K., Riswandi, P., Hasbi, I., Rochmi, A., Hasan, M., Sudirman, A., Yuniarti, R., & Arta, I. P. S. (2021). *Pengantar Manajemen dan Bisnis*. Widina Bhakti Persada.
- Teng, C. C., Hu, C. M., & Chang, J. H. (2020). Triggering Creative Self-Efficacy to Increase Employee Innovation Behavior in the Hospitality Workplace. *Journal of Creative Behavior*, 54(4), 912–925. <https://doi.org/10.1002/jocb.419>