

THE INFLUENCE OF PROACTIVE PERSONALITY AND PERCEIVED ORGANIZATIONAL SUPPORT ON INNOVATIVE WORK BEHAVIOR THROUGH CREATIVE SELF-EFFICACY: A STUDY AT BANK BTN KC SEMARANG

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Received	: 25 July 2025	Published	: 10 September 2025
Revised	: 12 August 2025	DOI	: https://doi.org/10.54443/morfai.v5i3.3990
Accepted	: 29 August 2025	Link Publish	: https://radjapublika.com/index.php/MORFAI/article/view/3990

Abstract

This study aims to analyze how much influence proactive personality and perceived organizational support have on innovative work behavior through creative self-efficacy in BTN Bank KC Semarang Office Employees. The data used in this study are primary data derived from the distribution of research questionnaires and samples in the study of 122 respondents. In the study using probability sampling is a technique where each element of the population has a chance or can be selected. The sampling technique used in the study was simple random sampling. This study uses the Structural Equation Modeling (SEM) analysis technique with the AMOS 24.0 analysis tool. The findings show that proactive personality has a positive and significant on creative self-efficacy, perceived organizational support has a direct effect on creative self-efficacy. In proactive personality has a positive and significant on innovative work behavior, perceived organization support has a positive and significant on innovative work behavior. proactive personality and perceived organization support have an effect on innovative work behavior through creative self-efficacy.

Keywords: *Proactive personality, perceived organization support, creative self-efficacy, innovative work behavior*

INTRODUCTION

Advances in science and technology have brought about changes in human life. The Industry 4.0 era demands that organizations continue to innovate to address technological change and business competition.(Deloitte, 2020). Innovation is the key to competitive advantage and organizational success.(Jyoti & Kour, 2015), where employee innovative work behavior plays a vital role in creating, developing, and implementing new ideas(Jain, 2022). Innovative work behavior is a multiphase process that includes idea generation, idea promotion, and idea realization.(Janssen, 2000). This innovative behavior is a top priority for organizations in a knowledge-based economy because it enables product and service differentiation.(Sulaiman et al., 2019). Proactive employees who are able to take initiative and create positive change become valuable assets for the organization.(Lotte & Eva, 2017).

Proactive personality as an individual's disposition to take the initiative in improving situations and creating change(Bateman & Crant, 1993)Proven to encourage innovative work behavior. Proactive individuals tend to seek opportunities, take risks, and face complex situations as challenges to innovate.(Mubarak et al., 2021). In addition to individual factors, perceived organizational support (POS) also plays an important role. Employees who feel supported by their organization are more motivated to contribute through innovative behavior.(Park & Kim, 2022). Creative self-efficacy, as an individual's belief in their ability to produce creative ideas(Tierney & Farmer, 2002), is an important mechanism linking individual and organizational factors with innovative work behavior. Individuals with high creative self-efficacy are more willing to take creative risks and persist in the face of challenges.(Farmer & Tierney, 2017). Bank BTN, a state-owned enterprise focused on housing finance, faces challenges in remaining competitive. Despite its commitment to developing superior human resources and emphasizing proactive behavior (BTN, 2023), Bank BTN has not yet been included in Forbes' list of the best banks in 2024 (Khairunnisa, 2024). This indicates the need to improve innovative work behavior to enhance competitiveness.

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The research gap in this study lies in the inconsistency of the results of previous studies regarding the influence of POS on innovative work behavior, where several studies found a significant influence. (Masyhuri et al., 2021; Mustika et al., 2020) while others do not (Park & Kim, 2022; Widiyastuti & Erma, 2022). In addition, research on the mediating role of creative self-efficacy in the Indonesian banking context is still limited.

LITERATURE REVIEW

Social Exchange Theory

Social exchange theory (Homans, 1958) explains that individuals in social relationships are motivated to maintain a balance between rewards and costs. In an organizational context, employees who receive organizational support (rewards) will respond with positive contributions, including innovative behavior. (Rhoades et al., 2001).

Proactive Personality and Creative Self-Efficacy

Individuals with a proactive personality tend to actively seek opportunities to develop and learn. (Wang et al., 2017) They have an intrinsic motivation to continually refresh their insights and develop their creative abilities. (Li et al., 2017). A proactive personality encourages continuous exploration and learning which increases confidence in creative abilities. (Bolino et al., 2010).

H1: Proactive personality has a positive influence on creative self-efficacy

Perceived Organization Support and Creative Self-Efficacy

Organizations that support creativity create an environment conducive to the development of creative abilities. (Evans-Greenwood et al., 2022). POS provides the psychological safety needed for the exploration of new ideas. (Muñoz et al., 2022). Organizational support increases employees' confidence in their creative abilities. (Farmer & Tierney, 2017).

H2: Perceived organizational support has a positive effect on creative self-efficacy.

Proactive Personality and Innovative Work Behavior

Proactive personality encourages individuals to identify opportunities and take improvement initiatives. (Crant, 2000). Proactive employees provide innovative solutions, actively manage their careers, and contribute to organizational change. (Seibert et al., 2001). Proactive nature enables analysis of business situations and transformation of the environment for positive benefits (Unsworth & Parker, 2003).

H3: Proactive personality has a positive influence on innovative work behavior.

Perceived Organization Support and Innovative Work Behavior

POS includes psychological characteristics that motivate innovative work behavior. (Sulaiman et al., 2019). Organizational support provides space for interaction and exchange of resources that encourage innovative behavior. (Muñoz et al., 2022) Employees who feel supported are more willing to challenge existing paradigms and implement new ideas. (Janssen, 2005).

H4: Perceived organizational support has a positive effect on innovative work behavior.

The Mediating Role of Creative Self-Efficacy

Creative self-efficacy serves as a bridge between individual/organizational factors and innovative work behavior. A proactive personality and organizational support enhance creative beliefs, which then drive innovative behavior. (Akbari et al., 2021). Creative self-efficacy reflects the knowledge and skills needed to innovate. (Seibert et al., 2001).

H5: Creative self-efficacy mediates the influence of proactive personality and perceived organizational support on innovative work behavior..

METHOD

Research using a quantitative approach is used to examine the relationship between variables and answer questions and hypotheses through surveys and experiments. (John, 2014) The primary data source for this study was obtained by distributing questionnaires to employees of Bank BTN Semarang Branch. Secondary data was obtained from Bank BTN's official website, online articles, print media, and other sources that can be used as references to support this research.

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The population in this study were employees of Bank BTN Semarang branch, and the sample was comprised of Bank BTN Semarang branch companies. The sampling technique used simple random sampling with a sample size of 122 respondents, meeting the minimum criteria of 100-200 for SEM analysis.(Hair et al., 2019). Data were analyzed using Structural Equation Modeling (SEM). SEM provides a conceptual way to test theory, SEM can assess how well the theory fits the reality represented by the data. SEM has 6 (six) stages, namely (1) Defining individual constructs; (2) Developing and Determining a Measurement Model; (3) Designing a study to produce empirical results; (4) Assessing the Validity of the Measurement Model; (5) Determining the Structural Model; (6) Assessing the Validity of the Structural Model.

DISCUSSION RESULTS

RESULTS Respondent Characteristics

Respondents in this study were employees at the BTN Bank KC Semarang Offices with a total of 122 respondents from 145 distributed questionnaires.

Validity and Reliability Test

The validity test results show that all variables have factor loading values greater than 0.5, thus all indicators are declared valid. This can be seen in Table 4.2.1.

Table 2. Validity Test

Validity			
Indicator	Variables	Loading Factor	Information
PP9	PP	0.908	Valid
PP8		0.884	Valid
PP7		0.788	Valid
PP6		0.825	Valid
PP5		0.812	Valid
PP4		0.883	Valid
PP3		0.869	Valid
PP2		0.869	Valid
PP1		0.878	Valid
Validity			
Indicator	Indicator	Indicator	Indicator
POS6	POST	0.915	Valid
POS5		0.9	Valid
POS4		0.904	Valid
POS3		0.876	Valid
POS2		0.899	Valid
POS1		0.895	Valid
CSE1	CSE	0.892	Valid
CSE2		0.905	Valid
CSE3		0.926	Valid
CSE4		0.913	Valid
CSE5		0.899	Valid
CSE6		0.898	Valid
CSE7		0.909	Valid
CSE8		0.924	Valid
CSE9		0.889	Valid
CSE10		0.892	Valid

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	CSE11		0.9	Valid
	CSE12		0.915	Valid
	IWB1	IWB	0.91	Valid
	IWB2		0.857	Valid
	IWB3		0.908	Valid
	IWB4		0.894	Valid
	IWB5		0.85	Valid
	IWB6		0.906	Valid
	IWB7		0.9	Valid
	IWB8		0.849	Valid
	IWB9		0.927	Valid

Source: Processed primary data (2024)

The reliability test was conducted using two approaches: construct reliability and variance extracted for each latent variable. In this case, the researcher conducted CR and AVE tests, with the stipulation that a construct has good reliability if the Construct Reliability (CR) value is ≥ 0.07 and the AVE value is ≥ 0.05 . All variables below are declared to have passed CR and AVE, making them reliable for use as research measuring instruments.

Table 3. Reliability Test

Indicator	Variables	CR	AVE	Information
POS6	POST	0.967770509	0.8065684	Passed
POS5				
POS4				
POS3				
POS2				
POS1				
PP9	PP	0.961681262	0.736414222	Passed
PP8				
PP7				
PP6				
PP5				
PP4				
PP3				
PP2				
PP1				
IWB1	IWB	0.971465994	0.791079444	Passed
IWB2				
IWB3				
IWB4				
IWB5				
IWB6				

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IWB7				
IWB8				
IWB9				
CSE1	CSE	0.981969171	0.819467167	Passed
CSE2				
CSE3				
CSE4				
CSE5				
CSE6				
CSE7				
CSE8				
CSE9				
CSE10				
CSE11				
CSE12				

Source: Processed primary data (2024)

Goodness of Fit

The primary goal of Structural Equation Modeling (SEM) is to assess goodness of fit to determine the extent to which the proposed model fits the available sample data. The following are the goodness of fit criteria used in this study:

Table 4. Goodness of Fit Index

Goodness of Fit Index	Cut-off Value
Chi-square	Expected to be smaller
Significance probability	≥ 0.05
RMSEA	≤ 0.08
TLI	≥ 0.90
CFI	≥ 0.90
NFI	≥ 0.90
CMIN/DF	≤ 2.00

Source: Junaidi (2021)

In this test, data is said to have a fit model when it passes at least 2 tests. In this case, through AMOS analysis the researchers found that the TLI and CFI values exceeded 0.90, so it was said that the index was fit. Then RMSEA also has a value below 0.080 and Chi-square has a small number and CMIN/DF has a value below 2 so these three indices are fit. Meanwhile, the prob is below 0.050 and the NFI is below 0.90, so the indexIt is said to be unfit. However, because more than two goodness of fit indices passed, it can be concluded that the overall model is fit.

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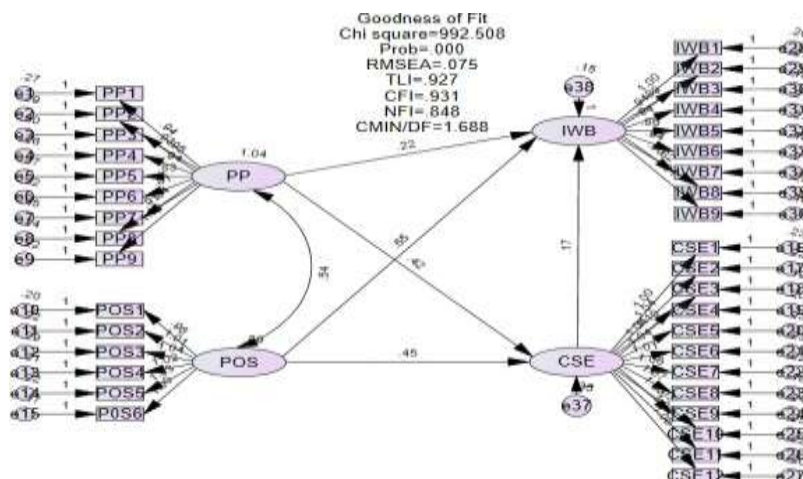


Figure 1. Full Structural Equator Model Seismic Modeling (SEM)

Direct Effect Hypothesis Test

In analysis using Structural Equation Modeling (SEM) with AMOS software, hypothesis testing is performed to determine the significance of the relationship between variables. The two main indicators in this evaluation are the probability value or p-value and the Critical Ratio (CR). The p-value is used to assess whether the proposed hypothesis is significant. A hypothesis is considered significant or accepted if the p-value is less than ≤ 0.05 . In addition to the p-value, the CR value also plays an important role in assessing the significance of a hypothesis. A hypothesis is considered significant if the CR value is greater than ≥ 1.967 . Furthermore, a positive or negative CR sign provides information about the direction of the influence between variables. A positive CR indicates a positive influence between the tested variables; conversely, a negative CR indicates a negative influence (Ghozali, 2008). The following are the results of the hypothesis testing in this study:

Table 5. Hypothesis Testing

	Estimate	SE	CR	P	Label
CSE <--- PP	.423	.073	5,799	***	par_34
CSE <--- POST	.447	.079	5,662	***	par_36
IWB <--- PP	.225	.059	3,817	***	par_33
IWB <--- POST	.645	.072	9,011	***	par_35
IWB <--- CSE	.174	.071	2,443	.015	par_37

Source: Processed primary data (2024)

The data shows that all hypotheses in this study were accepted. Furthermore, the direction of the accepted hypotheses is positive, meaning they are in the same direction, due to the positive CR value.

Sobel Test Hypothesis Test

The Sobel test is used to determine the influence of mediating variables. A variable is called an intervening variable if it influences the relationship between the independent and dependent variables. The Sobel test is performed by examining the strength of the indirect influence of X on Y through M. The following are the results of the Sobel test using the Sobel test calculator:

Table 6. Sobel Test

Variables	Sobel Test	P Value
PP-CSE-IWB	2.2571	0.023
POS-CSE-IWB	2.2488	0.024

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From the results of the sobel test calculation above, the value obtained is 2.2571, because the value obtained is $2.2571 > 1.96$ with a p value of less than 0.050, namely 0.023, it can be said that CSE is able to mediate PP and IWB so that the hypothesis is accepted. Meanwhile, from the results of the sobel test calculation above, the value obtained is 2.2488, because the value obtained is $2.2488 > 1.96$ with a p value of less than 0.050, namely 0.024, it can be said that CSE is able to mediate POS and IWB so that the hypothesis is accepted.

DISCUSSION

Proactive Personality Has a Positive Influence on Creative Self-Efficacy.

The results of the hypothesis testing indicate that proactive personality has a positive effect on creative self-efficacy. Proactive personality at the Bank BTN Semarang branch office is functioning well, thus directly influencing the increase in creative self-efficacy. In previous research, proactive personality has a direct and positive influence on creative self-efficacy.(Li et al., 2017)Other research states that proactive personality has a positive influence on creative self-efficacy.(Karimi et al., 2022)Employees with a proactive personality tend to be creative. Proactive personality increases creative self-efficacy, which can grow. Previous research has shown that proactive personality has a positive effect on creative self-efficacy. (Nwanzu, 2024)Employees who have a proactive personality tend to have more confidence in their creative abilities, so organizations or companies need to provide space for employees to increase their creative self-efficacy.(Choi et al., 2021). A proactive personality increases creative self-efficacy because individuals believe in their ability to face challenges by thinking creatively.(Eisenberger et al., 2019).

Perceived Organizational Support Has a Positive Influence on Creative Self-Efficacy

The results of the hypothesis testing indicate that perceived organizational support has a positive effect on creative self-efficacy. Perceived organizational support at the BTN Semarang branch office is running well, thus directly influencing the increase in creative self-efficacy. Previous research stated that perceived organizational support influences creative self-efficacy.(Muñoz et al., 2022). Perceived organizational support and creative self-efficacy have a relationship under the organization that cares and supports employees through perceived organizational support, which helps employees' self-confidence in their creative abilities.(Rhoades et al., 2001)Organizations that strive to create an environment that supports creativity can increase creative self-efficacy, and employees are more likely to try new approaches when they feel supported. Perceived organizational support can provide the sense of security individuals need to explore and develop new ideas.(Rhoades et al., 2001).

Proactive Personality Has a Direct Influence on Innovative Work Behavior

The results of the hypothesis testing indicate that proactive personality has a positive and significant effect on innovative work behavior. Proactive personality at the BTN Semarang branch office is functioning well, thus directly influencing the increase in innovative work behavior. The results of previous research stated that proactive personality has a direct influence on innovative work behavior.(Alshamsi & Ahmad, 2019)Proactive personality plays a significant role in innovative work behavior. Previous research suggests that proactive personality directly influences innovative work behavior.(Halis & Nugrohoseno, 2020). Employees who have a proactive personality demonstrate innovative work behavior because they have the drive to introduce change and seek new ways to carry out their tasks. (Alshamsi & Ahmad, 2019). A proactive personality is one that employees possess, not just waiting for direction but seeking opportunities to innovate. A proactive personality plays a key role in encouraging innovative behavior in the workplace because individuals who have a tendency to take initiative or create change and strive to change and influence existing situations are associated with innovative behavior.(Mubarak et al., 2021).

Perceived Organizational Support Has a Positive Influence on Innovative Work Behavior

The results of the hypothesis testing indicate that perceived organizational support has a positive and significant effect on Innovative Work Behavior. Perceived organizational support at the BTN Semarang branch office is running well, thus directly influencing the increase in Innovative Work Behavior. The results of this study show that perceived organizational support has a positive effect on innovative work behavior.(Park & Kim, 2022). Previous research shows that perceived organizational support has a direct influence on innovative work behavior.(Sulaiman et al., 2019). Employees who perceive organizational support are more likely to engage in innovative behavior. Perceived organizational support is an important factor facilitating employee innovative behavior.(Nazir et al., 2019). Employees who feel supported by the organization are more likely to engage in

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innovative behaviors that help the organization grow and adapt.(Mustika et al., 2020). Organizations that want to increase innovation must support innovative behavior. One factor that can be achieved is building the belief that employees are supported by the organization.(Commer et al., 2019). Employees who feel a sense of belonging to the organization, feel valued, and have meaning in their work are more likely to exhibit innovative behavior.(Afsar & Badir, 2017). Employees who feel supported by the organization encourage them to exhibit innovative behavior and organizations that want to increase innovation must provide organizational support.(Masyhuri et al., 2021)Perceived organizational support creates a higher sense of engagement among employees, giving them the confidence and initiative to share new ideas and bring innovation to the workplace.(Park & Kim, 2022).

Proactive Personality and Perceived Organization Support Influence Innovative Work Behavior Through Creative Self Efficacy

The results of the hypothesis testing show that Proactive Personality and Perceived Organization Support Influence Innovative Work Behavior through Creative Self-Efficacy at the BTN KC Semarang bank office, which runs well so that it has a direct influence on increasing Innovative Work Behavior. In previous research, proactive personality and perceived organizational support influenced innovative work behavior through intervening creative self-efficacy.(Shahnwaz & Waqas, 2020). This study found that the interaction between proactive personalities is more likely to involve innovative work behavior.(Li et al., 2017). The importance of supporting the development of creativity to maximize the potential of innovation for organizational achievement.(Tierney & Farmer, 2011). Creative self-efficacy is very important in the context of work and individual development because this belief can influence how a person faces problems, generates new ideas, and innovates.(Farmer & Tierney, 2017). Organizations that provide appropriate support and create a supportive environment will increase employees' creative self-efficacy, which then increases innovative behavior.(Akbari et al., 2021). Perceived support from the organization can increase employees' creative self-efficacy, which in turn will encourage them to engage in innovative work behaviors.(Farmer & Tierney, 2017)..

CONCLUSION

Based on the results of research conducted on employees of Bank BTN KC Semarang through the distribution of online questionnaires, it can be concluded that proactive personality and perceived organizational support as independent variables have a positive and significant influence on innovative work behavior as a dependent variable, with creative self-efficacy acting as an intervening variable. Individuals with proactive personality tend to have high initiative, are able to see opportunities, and dare to face challenges, so they are more confident in completing creative tasks and producing innovative solutions. Organizational support perceived by employees also contributes significantly to increased creative self-efficacy, as employees feel empowered, have access to resources, and receive recognition for their creative ideas. The self-confidence that grows from proactive personality and perceived organizational support encourages employees to be more active in innovative work behavior, such as introducing new ideas, taking risks, and contributing to the development of innovation in the workplace. Creative self-efficacy has been shown to be a mediator that strengthens the relationship between proactive personality and perceived organizational support on innovative work behavior, as employees who believe in their creative abilities are more motivated to engage in innovative activities consistently.

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