

Leading for Innovation: How Inclusive Leadership, Proactive Personality, and Creative Self-Efficacy Interact in Hospitality Workers

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Abstract

The purpose of this study is to analyze an empirical research model that examines how proactive personality traits, inclusive leadership, and creative self-efficacy influence creative work behavior in the hospitality industry. There were 162 respondents from hospitality employees in Indonesia who provided complete and usable responses. Purposive sampling with non-probability techniques is the method used for sampling. Partial Least Squares (PLS) was then used to examine the collected data. The analysis findings indicate that inclusive leadership, proactive personality traits, and creative self-efficacy exhibit significant beneficial effects on creative work practices among hospitality employees. The findings of this study have significant implications for human resource management practices and strategies in the hospitality sector, particularly in the context of Indonesia's rapidly growing tourism industry. The positive influence of proactive personality traits, inclusive leadership, and creative self-efficacy on creative work behavior suggests that hotel organizations can enhance innovation and service quality by fostering these characteristics among employees. Managers should prioritize inclusive leadership practices that encourage open communication, employee participation, and recognition, as this creates a supportive environment where creativity can thrive.

Keywords: Inclusive Leadership, Proactive Personality, Creative Self-Efficacy, Innovative Work Behavior.

INTRODUCTION

The hospitality industry continues to expand and diversify, making it one of the biggest and fastest-growing in the world (Kyei-Frimpong et al., 2024). In addition to

1040

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providing customer service, this sector is essential to the expansion of the economy, the development of jobs, and tourism in many nations, including Indonesia (Muamar & Bagis, 2022). Due to its intense competition, particularly in developing cities (Alfiyah et al., 2024), this industry has a substantial global influence on the environment, as demonstrated by the high need for energy and natural resources to satisfy consumer demand (Andhriany, 2021). As a result, in-person interactions must be combined with customized experiences, and value-generating services and procedures must be provided (Suroya, Bagis, Widhiandono, & Rahmawati, 2023).

The government has been striving to increase regional revenues for several years, thanks to the expansion of the hospitality industry. The Indonesian government continues to strive to promote innovation in the hospitality sector as a source of additional income for the country and the region (Andhriany, 2021). Tegal Regency boasts a number of multi-star hotels. Visitors and even workers from out of town often stop in Tegal, a small village. Tegal, located in Central Java, serves as a gateway to major cities and industrial areas. The hotel sector offers a fantastic opportunity to advertise its properties. Among these hotels is the three-star Hotel KHAS Tegal, located in Tegal City. In 2020, the hotel's occupancy rate dropped by 38.2%, but in 2022, it significantly increased to 48.4%. With this improvement, the hotel was able to increase its marketing efforts in the hope of surviving in the highly competitive hotel sector (Suroya et al., 2023).

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

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



According to Javed, Fatima, Khan, and Bashir (2021), inclusive leadership requires respect for diversity, accepting differences, and cultivating a welcoming workplace by respecting others' opinions and demonstrating a willingness to collaborate with staff members to set mutually trusting goals. Inclusive leadership often helps in handling crises and fostering respectful relationships between superiors and subordinates (Wijayanti, Lusyana, Insani, Riani, & Wanday, 2024). This leadership style is widely accepted and encourages the creation of a work environment that is tolerant of mistakes, which motivates employees to work towards their goals. This leadership style has advantages over other leadership styles because all employees can communicate with the leader in the same way and are appreciated for their talents (Zafar, Raziq, Igoe, Moazzam, & Ozturk, 2024).

Proactive personality also influences inventive behavior. Proactive people seek to improve the workplace or open new doors. According to Nurjaman, Marta, Eliyana, Kurniasari, and Kurniasari (2019), this shows that workers are not passive and are actively trying to achieve goals. The ability to see opportunities, implement plans, and influence change will be enhanced by proactive individuals. They are considered a diverse partnership because both are adamant about making significant improvements (Ullah, Hameed, & Mahmood, 2024). Proactive people often seek opportunities, investigate resources, and create an atmosphere that indicates that they are starting to overcome environmental obstacles to achieve company goals (Chen, Bao, & Gao, 2021).

According to Wijayanti et al. (2024), creative self-efficacy is the conviction that anyone can fearlessly create and execute the actions required to influence future circumstances (Gelaidan et al., 2024). Strong self-confidence that one can generate creative results under specific circumstances is another name for creative self-efficacy (Javed et al., 2021). According to Mehmood, Shah, Khan, and Zada (2025), creative self-confidence tends to embrace positive stimuli and employ goals to produce good results.

A review of several previous studies revealed a research gap, including the idea that inclusive leadership encourages innovative behavior (Zafar et al., 2024).

The researchers plan to expand on the research conducted by Javed et al. (2021) and Shalma (2024) based on the research background and existing gaps. This study differs from others because it uses two different sectors, namely hospitality and tourism, and also covers a larger population, resulting in a higher number of respondents. Based on this background, this study examines the impact of inclusive leadership, proactive personality, and creative self-efficacy on employee innovative behavior in the hospitality industry.



LITERATURE REVIEW

Social Cognitive Theory (SCT)

Individual behavior is shaped by the interaction of ideas, emotions, and the environment, according to Social Cognitive Theory (SCT) (Bandura, 1999). This theory holds that conduct is influenced not just by internal factors like motivation and personality, but also by social and environmental events. High self-efficacy individuals are frequently fearless, tenacious, and open to new experiences, which encourages innovation and competition in the workplace (Bandura, 1999).

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

Innovative Work Behavior

Employee innovative behavior is crucial in the hospitality industry for achieving optimal performance, particularly through creative ideas in service delivery methods (Ullah et al., 2024). Support from employers enables employees to convey and develop ideas, considering that they are the main drivers of organizational innovation (Javed et al., 2021). Without this support, innovative behavior is difficult to emerge. Creative self-efficacy is a key component influencing innovative behavior (Shalma, 2024). This behavior is complex and unusual, characterized by the presentation of new ideas and the rejection of traditional thought patterns (Javed et al., 2019). Through the creation, implementation, and introduction of new ideas within a work role, team, or organization, innovative behavior can improve overall performance (Guo, Jin, & Yim, 2022).

Inclusive Leadership and Innovative Work Behaviors

Inclusive leadership is a leadership approach that encourages employee innovation and creates a psychologically conducive work environment. From a social cognitive theory perspective, inclusive leadership creates a work environment conducive to the formation of positive cognitive beliefs, which ultimately encourage employees to demonstrate innovative work behaviors (Bandura, 1999). Inclusive leaders also take responsibility for mistakes, which is essential for encouraging new and innovative ideas. This leadership style aims to engage, collaborate, and be open to ideas and communication with employees (Wijayanti et al., 2024). Previous research has shown that inclusive leadership positively encourages innovative behavior, including creativity

1043



and new ideas (Javed et al., 2021). Based on the explanation above, this study proposes the following hypothesis:

H1: Inclusive Leadership Has a Positive Influence on Innovative Work Behavior

Proactive Personality and Innovative Work Behavior

The phrase "proactive personality" refers to a behavioral pattern that results in change. This behavior can be characterized as a propensity to work toward a certain objective because it is comparable to the individual attribute that produces highly creative thoughts (Lailla, Tarmizi, Hananto, & Gunawan, 2024). The theory (SCT) states that proactive people not only react to circumstances but also use the mechanisms of success experience to support creative work practices (Bandura et al., 1986). Proactive people are able to take initiative, spot opportunities, act, and endure until they bring about change (Oktaria, Sari, Praningrum, et al., 2021). Previous studies have shown that proactive personality is significantly positively related to innovative work behavior (Nurjaman et al., 2019). The same research also shows that proactive personalities are able to have a significant positive impact on innovative work behaviors (Shalma, 2024). Based on the explanation above, this study proposes the following hypothesis:

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

Creative Self-Efficacy and Innovative Work Behavior

One important indicator of the level of creativity demonstrated by individuals within their company is creative self-efficacy. This is based on employees' belief that they can provide creative solutions to meet company goals (Alameri, Ameen, Khalifa, Alrajawy, & Bhaumik, 2019). in social cognitive theory (SCT) which states that creative self-efficacy plays an important role in generating and maintaining innovative work behavior (Bandura et al., 1986). Creative self-efficacy can enhance innovation by providing opportunities for employees to implement unique ideas (Gelaidan, Al-Swidi, & Al-Hakimi, 2024). with the aim of providing benefits to the organization so that employees can obtain creative results (Noerchoidah, Aripabowo, & Nurdina, 2022). Previous researchers have shown that employee creative self-efficacy influences innovative work behavior (Javed et al., 2021).

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



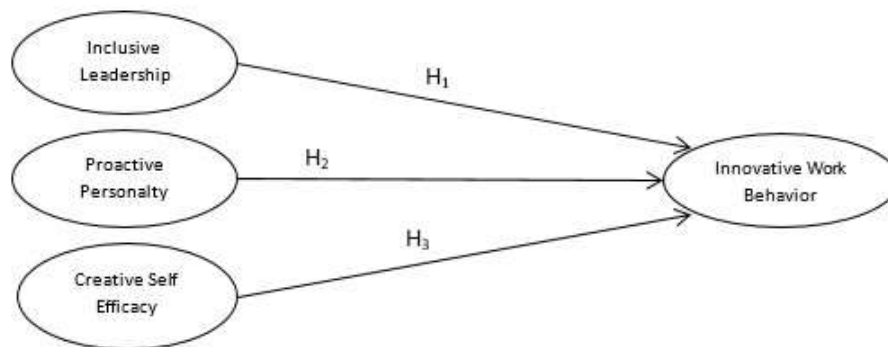


Figure 1. Conceptual model

RESEARCH METHODS

Continuing previous research by Javed et al. (2021) and Shalma (2024), this study employed a quantitative method, specifically a developmental research approach. This study examined a number of variables, including proactive personality traits and inclusive leadership, that are mediated by creative self-efficacy and contribute to innovative work behavior. However, as a new component of the conceptual model construction, proactive personality was added as an additional independent variable that was not derived from previous research findings. This study contains seven hypotheses to be tested based on this.

Purposive sampling, a non-probability sampling strategy used in this study, involved researchers specifically selecting respondents based on predetermined criteria who were deemed relevant and capable of providing detailed information related to the research issue (Noerchoidah et al., 2022). The study population consisted of 255 workers in the hospitality and tourism industry, including 115 employees of Hotel KHAS Tegal, 90 employees of Hotel Riez Palace Tegal, and 50 employees of Guci. Using the Slovin formula and a standard correlation of 0.05, the sample size was calculated, resulting in 157 samples. The analysis used 162 samples. The instrument in the form of a questionnaire with a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), was used to collect data online using Google Forms. With the help of SmartPLS software, the Structural Equation Modeling–Partial Least Square (SEM-PLS) approach was used to evaluate the collected data.

Items for the questionnaire were collected by the researcher from various sources. First, there are nine components related to the inclusive leadership variable. Carmeli, Reiter-Palmon, and Ziv (2010) proposed eleven indicators to measure proactive personality traits. Third, there are five factors related to creative self-efficacy (Hu & Li,

2025). Finally, seven items created by Sudibjo and Prameswari (2021) are included in the creative work behavior factor.

RESULTS AND DISCUSSION

Results

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

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

The following is an example of data management using the PLS 3 approach. Gaining a deeper understanding of the relationships between variables is the goal of this PLS data analysis. Furthermore, PLS testing can generate new data that can be shared through direct analysis (Ghozali & Latan, 2015). Because all data have values above 0.7, the data findings indicate that no indicators are excluded. A statement item is considered valid if its outer loading value is greater than 0.70 (HairJr, Matthews, Matthews, & Sarstedt, 2017). Therefore, these items are considered valid and prepared for further examination.

Table 1: Outer Loading

	Question Items	Outer Loading
IL.1	My leader shows concern to its employees	0.865
IL.2	Leaders value differences from Every member of the organization	0.874
IL.3	Leaders provide opportunities to employees to share ideas	0.903
IL.4	Leaders are open to needs employees for development	0.854
IL.5	Leaders care personally and empathetically for all employees.	0.883
IL.6	Leaders encourage employees to be active in the decision-making process	0.837
IL.7	Leaders value employee performance as well as Provide feedback to improve performance	0.868



	Question Items	Outer Loading
IL.8	Leaders are able to deal with various situations and conditions	0.861
IL.9	Leaders can explain organizational practices and aligned inclusion.	0.877
PP.1	I am always actively looking for opportunities and have no doubts to take action	0.797
PP.2	I showed initiative and tried to do it Work without waiting for orders	0.796
PP.3	I am able to act independently and focus to achieve the results I want	0.773
PP.4	I have the courage to make a change.Positive in the face of adversity	0.841
PP.5	I don't just adapt to circumstances At the moment, but capable of making new ideas.	0.731
PP.6	I can be more flexible and adapt to the needs of the changing situation.	0.831
PP.7	I have long-term goals and commitments for personal and career development	0.864
PP.8	I have the ability to change the work environment and improve the process for the better.	0.852
PP.9	I always work hard and don't give up easily when facing challenges.	0.784
PP.10	I can identify the problem and challenges as opportunities for improvement	0.749
IWB.1	I am aware of the challenges faced by the organization.	0.833
IWB.2	I'm interested in new information or ideas needed to get a solution.	0.795
IWB.3	I process the new ideas I acquire for supporting the company's success.	0.866
IWB.4	I can explain my ideas systematically to leaders and other employees	0.851
IWB.5	I'm trying to get other employees to try Ideas I put forward	0.812
IWB.6	I have applied the new ideas that I have get it at work.	0.797
IWB.7	I apply the new ideas I get from others at work	0.793
CSE.1	I am convinced that I have the creative ability to solve problems.	0.883
CSE.2	I believe in my ability to generate new and innovative ideas.	0.894
CSE.3	I feel that I can improve and develop ideas from others.	0.825
CSE.4	Not only am I satisfied with my current achievements, but I will continue to try to be more creative.	0.875
CSE.5	I am more likely to engage in activities that innovative and creative and risk-ready.	0.825

According to Table 1, the findings indicate each indicator has a signal on the variables mentioned above. The results indicate that the outer loading values for the variables proactive personality, inclusive leadership, creative self-efficacy, and innovative work behavior are higher than 0.7. The general rule that applies to a value of 0.708 or more to obtain an ideal value states that a high value means that the indicator used can be explained by the observed structure (Shalma, 2024). Thus, it can be said that the external loading value of this study meets the requirements for excellent convergent validity.

Table 2: Construct Reliability And Validity

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

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

Table 3: R square value

	R Square	R Square Adjusted
Innovative Work Behavior	0.874	0.842

With an R-squared value of 0.842 for Inclusive Leadership, Proactive Personality, and Creative Self-Efficacy, all have a 74.7% influence on the Innovative Work Behavior variable. Consequently, the adjusted R-squared value can be considered strong.

Table 4: Model Fit

	Saturated Model	Estimated Model
SRMR	0.056	0.056
d_ULS	1.521	1.521
d_G	1.223	1.223
Chi_Square	1007.653	1007.653
NFI	0.813	0.813



The results of the model fit test indicate a SRMR value of 0.055, as shown in Table 5. This result is below the cutoff point of 0.08 suggested by Hair Jr et al., 2021. Therefore, it can be concluded that the model is well-fit. Thus, it can be said that this research model is suitable for use in future analyses and generally has a respectable level of model fit.

Table 4: Path coefficients

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

According to Table 6, "To test the validity of the hypothesis, if the P-value is less than 0.05, then the hypothesis condition can be accepted and considered significant" (Muamar & Bagis, 2022). Based on the original sample values, the research findings for the first hypothesis are positive. The P-value is less than 0.05, indicating a strong relationship between inclusive leadership and innovative work practices. Furthermore, the second and third hypotheses support the idea that proactive personality and creative self-efficacy have a beneficial impact on innovative work behavior as their p-values are less than 0.05. In other words, qualities such as inclusive leadership, proactive personality, and creative self-efficacy can all impact creative work habits..

DISCUSSION

Innovative Work Practices and the Impact of Inclusive Leadership

The first hypothesis was that inclusive leadership has a positive and significant impact on innovative work practices. This hypothesis was accepted. The study's conclusions indicate that inclusive leaders can encourage employee participation, provide innovative ideas, and provide opportunities for employees to express themselves and share their experiences (Guo et al., 2022). Employees in the hospitality industry will more easily overcome obstacles and contribute to the company's success with this involvement (Javed et al., 2021). This study supports Social Work Theory (SCT) (Bandura et al., 1986), which states that an inclusive leader has the power to influence the attitudes, motivations, and actions of their workforce (Bandura et al., 1986).

According to previous research, inclusive leaders can encourage open communication and demonstrate trust in their employees, which will inspire creative work



practices from their staff (Javed et al., 2021). The results of this study further support the idea that inclusive leaders can foster creative work practices (Fang, Chen, Wang, & Chen, 2019). Other research suggests that when supervisors value innovative ideas, methods, and tools, employees are more likely to engage in creative behavior (Javed et al., 2021).

The Influence of Proactive Personality on Creative Work Practices

"A proactive personality has a significant influence on innovative work behavior," according to the findings of this third hypothesis. A proactive personality can be explained by a tendency toward self-improvement, dedication, and foresight, as well as anticipating challenges and possibilities. To be more effective and productive, employees are encouraged to develop new ideas and improve existing procedures (Lailla et al., 2024). According to SCT, behavior is influenced by three factors: the individual, the environment, and the behavior itself (Bandura et al., 1986). A positive environment combined with a proactive mindset can create a supportive environment for creative work practices.

Research by Shalma (2024) supports this study by confirming that a proactive personality is crucial for fostering innovative changes in employee behavior that improve the company's situation. According to the same study, those with a proactive disposition and achieving positive work outcomes are more likely to take proactive action than those who adapt passively. Workers who demonstrate initiative, generate positive feedback, and proactively engage in Innovative Work Behavior (Nurjaman et al., 2019). Additional findings support the notion that inventive activity can be accurately and significantly predicted by a proactive personality (Ullah et al., 2024).

The Influence of Creative Self-Efficacy on Innovative Work Practices

The study's conclusions indicate that creative self-efficacy can enhance innovative work practices. The fifth hypothesis is valid because creative self-efficacy and innovative work habits are strongly positively correlated. Employees with high levels of creative self-efficacy are often more comfortable trying and implementing new concepts (Wijayanti et al., 2024). Employees are also less afraid to take risks and believe they can overcome obstacles that arise during the innovation process. Ultimately, this inspires employees to generate new concepts and make greater contributions to the company's success (Noerchoidah et al., 2022). According to SCT (Bandura et al., 1986), employees with high levels of creative self-efficacy are more likely to take initiative, overcome challenges, and be creative. As a result, employees are able to help each other and exchange ideas, which encourages collaboration and the creation of creative solutions.

Previous research has shown a favorable correlation between inventive practices and creative self-efficacy. According to another study, "employees believe in their ability to generate new creative ideas and think of new ways to complete their tasks, so they



can engage in innovative behavior" (Wijayanti et al., 2024). Research by Javed et al. (2021), which showed that creative self-efficacy encourages employees to be more inventive, supports this finding.

CONCLUSION

This study aimed to investigate the impact of proactive personality, inclusive leadership, and creative self-efficacy on innovative work behavior among employees in the Tegal Regency hospitality industry. The study findings indicate that innovative behavior is positively and significantly influenced by proactive personality, inclusive leadership, and creative self-efficacy. To become more competitive, businesses are encouraged by the implications of these results to adopt inclusive leadership, create proactive training, and create an environment that encourages innovation. Weaknesses of this study include its exclusive focus on the hospitality sector, possible respondent bias due to the use of questionnaires, and its cross-sectional design, which does not demonstrate a causal relationship. It is recommended that more studies using longitudinal methods be conducted to examine external influences such as company policies and organizational culture.

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