



SELF-LEADERSHIP AND INNOVATIVE WORK BEHAVIOR : THE MEDIATING EFFECT OF CREATIVE SELF-EFFICACY AMONG GOVERNMENT EMPLOYEES IN KESAMBI

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ABSTRACT

Introduction: This study is driven by the inadequate level of inventive engagement among civil servants (PNS) in Kesambi District, as evidenced by their limited involvement in national public service innovation initiatives, such as the West Java Innovation Competition and the Public Service Innovation Competition (KIPP).

Methods: This quantitative study employs questionnaires administered to 53 civil servants, selected using a saturated sample method.

Results: The results indicate that self-leadership has a positive and significant influence on both creative self-efficacy and innovative work behavior. Moreover, creative self-efficacy has a substantial influence on innovative work behavior. This study's principal finding is that creative self-efficacy substantially mediates the connection between self-leadership and innovative work behavior.

Conclusion and suggestion: This suggests that civil servants who can self-lead have greater confidence in their creative skills, hence augmenting their inventive conduct in the workplace. Consequently, enhancing self-leadership and creative self-efficacy ought to be a strategic priority in cultivating the capabilities of government personnel.

INTRODUCTION

In contemporary public administration, innovation has transitioned from a mere advantage to an essential requirement for enhancing the quality, efficiency, and responsiveness of public services. Public service delivery increasingly requires Indonesian civil servants (Aparatur Sipil Negara, ASN) to go beyond administrative proficiency and actively engage in problem-solving and innovation. This requirement corresponds with the Indonesian government's regulatory initiative for bureaucratic change, as stipulated by Law No. 20 of 2023 on ASN and Government Regulation No. 38 of 2017 about Regional Innovation. Nonetheless, despite these institutional imperatives, individual-level innovation inside public organizations frequently remains limited (Presiden Republik Indonesia, 2023) (Kementerian Sekretariat Negara, 2017).

A viable strategy to bridge this gap is to enhance individual psychological and behavioral competencies, particularly self-leadership, which is defined as the ability to guide and motivate oneself to attain work-related objectives through behavioral and cognitive techniques (Houghton & Neck, 2002). In bureaucratic settings characterized by top-down processes, promoting self-leadership may enable government servants to behave proactively, generate creative ideas, and exhibit innovative behavior despite the lack of explicit orders (Sary, 2023).

However, self-leadership alone may not ensure the manifestation of innovative behavior unless it is bolstered by robust creative confidence, referred to as creative self-efficacy—an individual's conviction in their capacity to produce original and valuable ideas. Research indicates that creative self-efficacy serves as a vital psychological conduit, transforming internal motivation from self-leadership into concrete innovative outcomes (Supriyani & Azizah, 2024) (Sarwoko, 2020). In the absence of this sense of creative agency, even autonomous individuals may be reluctant to articulate innovative ideas, particularly in inflexible public-sector environments.

This study intends to investigate the impact of self-leadership on innovative work behavior among civil workers in Kesambi Subdistrict, Cirebon City, and to determine if creative self-efficacy mediates this relationship. This research examines the convergence of psychological empowerment and public-sector innovation, addressing a vital requirement in bureaucratic reform: enabling civil servants to not only adhere to procedures but also to spearhead innovation internally. The results are anticipated to enhance theoretical models of inventive behavior in public institutions and to inform practical treatments designed to bolster civil servants' innovation ability through self-leadership and psychological self-efficacy.

LITERATURE REVIEW

The literature review will address three key points: the fundamental theory, prior research, and hypotheses derived from previous studies, which establish the basis for comprehending the relationship among self-leadership, creative self-efficacy, and innovative work behavior within the context of civil servants in Kesambi Subdistrict.

Self-Leadership

Self-leadership denotes a collection of behavioral and cognitive tactics employed by individuals to control and manage themselves in pursuit of personal and organizational objectives. It encompasses self-goal establishment, self-reward mechanisms, and constructive cognitive methods (Houghton & Neck, 2002). Within public sector organizations, self-leadership is increasingly recognized as an essential personal attribute that empowers individuals to act proactively, devise innovative solutions, and maneuver around stiff bureaucratic frameworks (Sary, 2023). The cultivation of self-leadership is particularly vital in settings devoid of external motivators or adaptable leadership frameworks.

Creative Self-Efficacy

Creative Self-Efficacy (CSE) refers to the conviction in one's capacity to generate creative results. Individuals possessing elevated levels of Core Self-Evaluations (CSE) exhibit greater confidence in the exploration of innovative concepts, participation in experimentation, and perseverance amidst uncertainty (Sary, 2023). In the public sector, where structural constraints and risk aversion frequently impede innovation, CSE is crucial in converting internal drive into tangible inventive action. Research repeatedly indicates that CSE functions as a mediating variable between internal qualities, such as self-leadership, and behavioral outcomes, such as innovation (Supriyani & Azizah, 2024).

Innovative Work Behavior

Innovative Work Behavior (IWB) includes all phases of innovation, from ideation to execution, within the workplace environment. In public administration, IWB is crucial for implementing changes and enhancing service delivery. (Jong & Hartog, 2015) have delineated IWB into four dimensions: idea exploration, idea generation, idea promotion, and idea implementation. Advancing IWB in the civil sector necessitates both institutional backing and individual psychological preparedness and self-leadership (Indriyani et al., 2024).

Prior Research and Hypothesis Numerous empirical studies have investigated the direct and indirect correlations among self-leadership, creative self-efficacy, and innovative work behavior (IWB). (Dahlan et al., 2022) demonstrated that self-leadership training markedly enhanced innovative behavior among IT consultants, whereas (Supriyani & Azizah, 2024) recognized creative self-efficacy as a crucial mediator in the association between self-leadership and innovative work behavior (IWB). (Indriyani et al., 2022) similarly established that CSE completely mediates the influence of entrepreneurial leadership on IWB, highlighting the crucial psychological role of creative self-belief. This research posits that self-leadership positively affects innovative work behavior, both directly and indirectly, through creative self-efficacy as a mediating variable.

H1: Among public workers in Kesambi District, self-leadership influences creative self-efficacy.

H2: Creative self-efficacy influences innovative work behavior among public officials in Kesambi District.

H3: Self-leadership influences innovative work behavior among government servants in Kesambi District.

H4: Among public servants in Kesambi District, self-leadership influences innovative work behavior, which is mediated by creative self-efficacy.

RESEARCH METHODS

This research employs a quantitative methodology centered on hypothesis testing to ascertain the validity of the hypothesis, subsequently utilizing statistical tests to yield precise data for further analysis (Pratiwi et al., 2023). This study used a saturation sampling strategy. The sample in this study comprises 53 civil personnel, representing the complete research population. This investigation will be conducted from February to June 2025 in the Kesambi District. The researcher has selected the questionnaire as the instrument for data collection. A questionnaire refers to written inquiries designed to gather anticipated data from participants, specifically regarding their personal information (Sagala & Murti, 2023). This study employs the IBM SPSS 22 software. The Sobel test assesses the indirect effect of a pathway by multiplying its indirect coefficients (Wardhana, 2024). In route analysis, the significance of the mediation effect is assessed using the Sobel test (Solihin, 2020). If the computed Z value exceeds 1.96 at a 95 percent confidence level, the mediating variable is deemed to strongly mediate the link between the exogenous and endogenous variables (Solihin, 2020).

$$Z = \frac{ab}{\sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}}$$

RESULT AND ANALYSIS

Validity Test

Tabel 1
Validity Test Self Leadership

Variabel	Item Pernyataan	r-hitung	r-tabel	Ket
Self Leadership	X.1	0,803	0,272	Valid
	X.2	0,829		Valid
	X.3	0,819		Valid
	X.4	0,824		Valid
	X.5	0,837		Valid
	X.6	0,771		Valid
	X.7	0,373		Valid

Source: Output IBM SPSS 22.

The table above indicates that the self-leadership variable satisfies the validity criterion with seven statements, yielding a calculated r value exceeding the table's r value of 0.272.

Tabel 2
Validity Test Creative Self Efficacy

Variabel	Item Pernyataan	r-hitung	r-tabel	Ket
Creative Self Efficacy	Z.1	0,728	0,272	Valid
	Z.2	0,715		Valid
	Z.3	0,715		Valid
	Z.4	0,691		Valid
	Z.5	0,472		Valid
	Z.6	0,731		Valid
	Z.7	0,776		Valid

Source: Output IBM SPSS 22.

The table above indicates that the Creative Self-Efficacy variable satisfies the validity criteria with 7 statements, since the computed r value exceeds the table r value of 0.272.

Tabel 3
Validity Test Innovative Work Behavior

Variabel	Item Pernyataan	r-hitung	r-tabel	Ket
Innovative Work Behavior	Y.1	0,649	0,272	Valid
	Y.2	0,567		Valid
	Y.3	0,641		Valid
	Y.4	0,757		Valid
	Y.5	0,689		Valid
	Y.6	0,690		Valid
	Y.7	0,674		Valid

Source: Output IBM SPSS 22.

The table above indicates that the Innovative Work Behavior variable satisfies the validity criteria with 7 statements, since the computed r value exceeds the table r value of 0.272.

Reliability Test

Tabel 4
Reliability Test

No.	Variabel	Cronbach Alpha	Ket
1.	Self Leadership	0,871	Reliabel
2.	Creative Self Efficacy	0,818	Reliabel
3.	Innovative Work Behavior	0,792	Reliabel

Source: Output IBM SPSS 22.

The table above indicates that all variables in this research are deemed reliable, as they satisfy the requisite criterion of Cronbach's Alpha exceeding 0.6.

Normality Test

Tabel 5
Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		53
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.11329122
Most Extreme Differences	Absolute	.071
	Positive	.046
	Negative	-.071
Test Statistic		.071
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Output IBM SPSS 22.

The results in the aforementioned table indicate that the normality test employing the Kolmogorov-Smirnov method reveals an asymp. Sig (2-tailed) value of 0.200, which exceeds 0.05. This aligns with the decision-making criteria for the Kolmogorov-Smirnov test, confirming that the data is normally distributed.

Multiple Regression Test

Tabel 6
Multiple Regression Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.361	2.415		1.391	.170
Self Leadership	.401	.092	.419	4.370	.000
Creative Self Efficacy	.490	.091	.515	5.372	.000

a. Dependent Variable: Innovative Work Behavior

Source: Output IBM SPSS 22.

The regression equation is derived from the coefficients table presented above. Based on the findings of the multiple linear regression test above, it can be read as follows:

1. The constant value (a) is 3.361, indicating that when the variables of self-leadership and creative self-efficacy are both 0, the innovative work behavior of civil servants in the Kesambi District will equal 3.361.
2. A regression coefficient of 0.401 for the self-leadership variable (X) signifies that each unit rise in self-leadership correlates with a 0.401 increase in the innovative work behavior of civil workers in the Kesambi District. The positive regression coefficient indicates a positive correlation between self-leadership and innovative work behavior. This suggests that an increase in self-leadership correlates with an increase in innovative work behavior.
3. A regression coefficient of 0.490 for the creative self-efficacy variable (Z) signifies that a 1 unit rise in work loyalty will result in a 0.490 increase in inventive work behavior among civil servants in the Kesambi District. The positive regression coefficient indicates a positive correlation between creative self-efficacy and innovative work behavior. This indicates that an improvement in creative self-efficacy correlates with an enhancement in inventive job behavior.

T Test

Tabel 7
T Test XY
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.361	2.415		1.391	.170
Self Leadership	.401	.092	.419	4.370	.000
Creative Self Efficacy	.490	.091	.515	5.372	.000

a. Dependent Variable: Innovative Work Behavior

Source: Output IBM SPSS 22.

The output data indicates that the t-value is 4.370; however, the t-table value is 1.674. The t-value of 4.370 exceeds the t-table value of 1.674. The obtained significance value is 0.000, which is less than 0.05. Consequently, it can be inferred that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. The self-leadership variable exerts a partial positive and significant influence on innovative work behavior.

Tabel 8
T Test ZY
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.361	2.415		1.391	.170
Self Leadership	.401	.092	.419	4.370	.000
Creative Self Efficacy	.490	.091	.515	5.372	.000

a. Dependent Variable: Innovative Work Behavior

Source: Output IBM SPSS 22.

The output data indicates that the t-value is 5.372; however, the t-table value is 1.674. The t-value of 5.372 exceeds the t-table value of 1.674. The obtained significance value is 0.000, which is less than 0.05. Consequently, it can be inferred that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. The creative self-efficacy variable exerts a partial positive and significant influence on innovative work behavior.

Tabel 9
T Test XZ
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.447	3.191		4.214	.000
Self Leadership	.474	.124	.472	3.824	.000

a. Dependent Variable: Creative Self Efficacy

Source: Output IBM SPSS 22.

The output data indicates that the t-value is 3.824, whereas the t-table value is 1.674. The t-value of 3.824 exceeds the t-table value of 1.674. The significance value achieved is 0.000, which is less than 0.05. Consequently, it can be inferred that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. The self-leadership variable exerts a partial, positive, and significant influence on creative self-efficacy.

F Test

Tabel 10

F Test

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	909.306	2	454.653	45.103	.000 ^b
Residual	504.014	50	10.080		
Total	1413.321	52			

a. Dependent Variable: Innovative Work Behavior

b. Predictors: (Constant), Creative Self Efficacy, Self Leadership

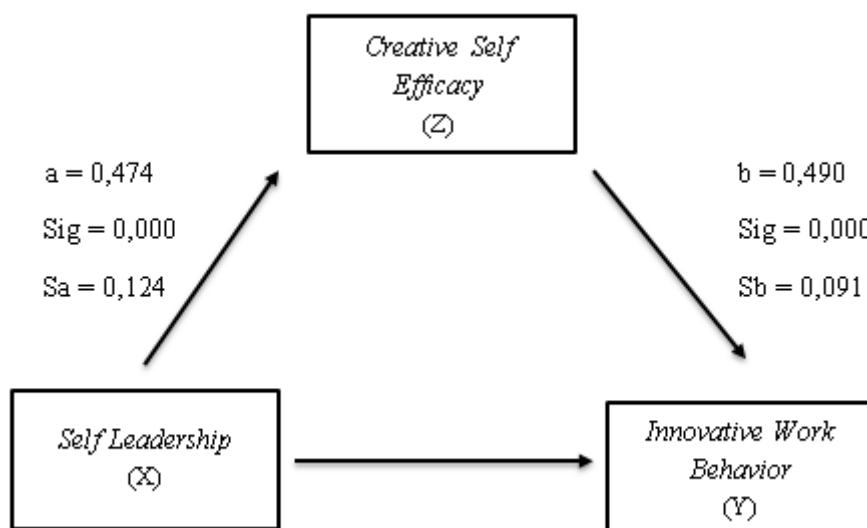
Source: Output IBM SPSS 22.

The findings of the simultaneous testing analysis (F-test) indicate an F-value of 45.103 and a probability value of 0.000. Consequently, the factors of self-leadership and creative self-efficacy collectively exert an influence on innovative work behavior, as the resultant significance value is 0.000, which is less than 0.05.

Sobel Test

Tabel 11

Sobel Test



Source: Output IBM SPSS 22.

The graphic indicates that the value of an is 0.474, with a significance level of 0.000, and a Standard Error of 0.124. The value of b is 0.490, with a significance level of 0.000, and the standard error of b is 0.091. The mediation value in the aforementioned image can be computed as follows:

Provided:

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

$$Sab = \sqrt{0,490^2 0,124^2 + 0,474^2 0,091^2 + 0,124^2 0,091^2}$$

$$Sab = \sqrt{(0,2401 \times 0,015376) + (0,224676 \times 0,008281) + (0,015376 \times 0,224676)}$$

$$Sab = \sqrt{0,0036917776 + 0,001860542 + 0,0034546182}$$

$$Sab = \sqrt{0,0090069378}$$

Sab = 0,0949048882

Determining the Z value:

$$Z = \frac{ab}{s_{ab}}$$

$$Z = \frac{0.474 \times 0.490}{0.0949048882}$$

$$Z = \frac{0.23226}{0.0949048882}$$

$$Z = 2,4472922776$$

The Sobel test computation yields an indirect effect value of 0.094, a Z value of 2.44, and a significance level of 0.000. The calculated Sobel test value is 2.44, derived from the Z value. A mediator variable is considered to mediate if the Sobel test result exceeds 1.96 with a significance level below 0.05 or 5%. The Sobel test yields a value of 2.4472922776, beyond 1.96, with a significance level of 0.000, which is less than 5%, so demonstrating that Creative Self-Efficacy mediates the relationship between Self-Leadership and Innovative Work Behavior.

1. Among public workers in Kesambi District, self-leadership influences creative self-efficacy.

Research conducted on public servants in Kesambi District demonstrates that self-leadership positively and significantly influences creative self-efficacy. The t-test findings indicate that the computed t-value of 3.824 exceeds the tabulated t-value of 1.674, with a significance level of 0.000, which is less than 0.05. A better capacity for self-direction and motivation correlates with more confidence in generating creative solutions to work-related issues. Self-leadership serves as a crucial foundation for cultivating employees' self-confidence to engage in creative and innovative thinking within a bureaucratic setting.

In this setting, people exhibiting strong self-leadership are generally more certain in articulating novel ideas, adept at managing unforeseen circumstances with creativity, and perceive innovation as a fundamental aspect of their professional identity. Nonetheless, issues persist about the stability of confidence in the face of pressure or uncertainty. This circumstance signifies that self-leadership has not yet completely enhanced mental resilience in complicated or confusing situations. Consequently, the cultivation of self-leadership should encompass not only the enhancement of planning and self-monitoring but also the consideration of emotional management and the improvement of flexibility to workplace changes.

Organizations can augment creative self-efficacy by instituting self-development programs centered on self-leadership, including personal reflection training, positive self-talk methodologies, and creative problem-solving simulations. This method empowers civil servants to lead successfully and fosters confidence in their creative talents to address bureaucratic difficulties innovatively and solution-oriented. Research aligned with prior studies published in the journal "Entrepreneurial Leadership and Innovative Work Behavior: The Role of Creative Self-efficacy" (Sarwoko, 2020) indicates that creative self-efficacy positively influences innovative work behavior. Consequently, the augmentation of self-leadership not only elevates individuals' confidence in their creativity but also fosters inventive behavior in the workplace.

2. Creative self-efficacy influences innovative work behavior among public officials in Kesambi District.

The research conducted on public workers in Kesambi District indicates that creative self-efficacy positively and significantly influences innovative work behavior. The t-test results indicate a calculated t-value of 5.372, exceeding the tabulated t-value of 1.674, with a significance level of 0.000, which is less than 0.05. This suggests that increased employee confidence in their creative thinking and action correlates with a heightened propensity to demonstrate innovative work behaviors, including idea generation, exploration of alternative solutions, and execution of improvements in bureaucratic duties. Creative self-efficacy denotes the degree to which individuals perceive themselves as competent in creatively addressing challenges and producing valuable solutions.

The findings suggest that the majority of civil officials are starting to incorporate the significance of innovative thinking into their professional identities. This conviction fosters the development of tangible

innovative behaviors that directly influence organizational success. The facet of creative self-efficacy requiring enhancement pertains to the capacity to confront ambiguity. This vulnerability may obstruct the development of innovation under the often evolving circumstances prevalent in the public sector. In the absence of robust self-confidence when confronting problems, employees may exhibit conservatism or hesitation in pursuing creative projects. Consequently, augmenting creative self-efficacy is a strategic measure to fortify the culture of innovation inside the governmental context.

Possible interventions encompass creativity training via bureaucratic case studies, establishing secure environments for the exploration of novel concepts, and incentivizing the audacity to experiment with innovative approaches. When employees have confidence in their creative abilities, they are more inclined to engage in innovative actions and foster favorable transformations inside the firm. Research aligned with prior studies published in the journal "The Influence of Self-Leadership on Creative Self-Efficacy and Innovative Work Behavior" (Supriyani & Azizah, 2024) and "Leading for Innovation: Self-Efficacy and Work Engagement as Sequential Mediation Relating Ethical Leadership and Innovative Work Behavior" (Uppathampracha & Liu, 2022) underscores that creative self-efficacy serves as a mediator between self-leadership and innovative behavior. Consequently, augmenting creative self-efficacy may serve as a potent technique to foster creativity within the workplace.

3. Self-leadership influences innovative work behavior among government servants in Kesambi District.

The research conducted on Civil Servants (PNS) in the Kesambi District indicates that self-leadership exerts a favorable and significant impact on innovative work behavior. The regression test findings indicate a coefficient of 0.401 and a significance value of 0.000. The findings suggest that the enhancement of employees' self-leadership through self-awareness, personal goal setting, and progress monitoring substantially fosters innovative work behavior, including idea generation, creative problem-solving, and the execution of innovations in routine tasks. Employees that can self-manage effectively exhibit a heightened internal motivation to innovate and adapt to the challenges of contemporary bureaucracy.

The explanation indicates that a greater degree of self-leadership among public servants correlates with an increased demonstration of innovative work behavior in task execution. Conversely, inadequate self-leadership skills might constrain an individual's capability for innovation, as the innovative process necessitates self-discipline, introspection, and robust internal motivation. Self-leadership denotes an individual's capacity to regulate and inspire themselves to attain significant professional objectives. Initiatives to improve self-leadership among civil servants in the Kesambi Subdistrict should focus on reinforcing self-reflection training, optimizing personal time management, and cultivating self-reward practices. Moreover, institutional assistance, including personal leadership development and the enhancement of an innovative work culture, can expedite the advancement of sustainable innovative behavior. Consequently, individuals evolve, and public institutions likewise enhance their adaptability and responsiveness to societal needs.

According to the research aligned with prior studies published in the journal "Digital Competency, Self-Leadership, and Innovative Work Behavior towards Teacher Performance in Islamic Educational Foundation Samarinda Indonesia" (Sary, 2023), individuals possessing strong self-leadership skills are more likely to exhibit proactivity and initiative in their work, thereby fostering innovative behavior. Research published in the journal "The Influence of Self-Leadership on Creative Self-Efficacy and Innovative Work Behavior" (Supriyani & Azizah, 2024) indicates that self-leadership positively influences innovative work behavior.

4. Among public servants in Kesambi District, self-leadership influences innovative work behavior, which is mediated by creative self-efficacy.

The research findings indicate that self-leadership positively and significantly influences innovative work behavior, with creative self-efficacy serving as a mediating factor. The Sobel test yielded a Z value of 2.447 with a significance level of 0.000 (< 0.05), demonstrating that the creative self-efficacy variable significantly mediates the association between self-leadership and innovative work behavior. Consequently,

it can be inferred that self-leadership directly influences innovative work behavior and indirectly enhances employees' creative self-efficacy in the generation and implementation of new ideas.

Self-leadership theoretically helps individuals cultivate internal techniques, such as self-determination, goal contemplation, and positive thinking management, which directly foster the development of creative self-efficacy. When individuals perceive themselves as adept at creatively surmounting obstacles, they exhibit increased audacity in seeking alternate answers, generating ideas, and executing innovations in their duties. The chain regression results indicate that self-leadership has a regression coefficient of 0.474 for creative self-efficacy and 0.401 for innovative work behavior. Creative self-efficacy exerts a significant influence of 0.490 on innovative work behavior.

These findings underscore that self-leadership is essential in cultivating innovative work behavior, with its efficacy markedly enhanced by robust creative self-efficacy. Employees that exhibit strong self-leadership yet lack confidence in their creative abilities typically demonstrate constrained innovation. Conversely, when self-leadership is paired with elevated creative self-efficacy, the transformation of ideas into inventive actions will transpire more effectively and sustainably.

The practical implication of these findings underscores the significance of employee development programs that prioritize both the enhancement of self-leadership and the augmentation of creative efficacy. Public entities like the Kesambi District can implement integrated training that amalgamates personal reflection, self-management, and creativity training to synergistically elevate both dimensions. Consequently, innovation evolves into both a structural necessity and a work culture that is individually and collectively assimilated by civil officials. The research, consistent with prior studies by (Indriyani et al., 2022), underscores the necessity of fostering an atmosphere conducive to the cultivation of self-leadership and creative self-efficacy to promote innovation. Consequently, a cohesive development plan might enable firms to attain a competitive edge via sustainable innovation.

CONCLUSION

1. The Impact of Self-Leadership on Creative Self-Efficacy.

Employees capable of self-direction and motivation generally exhibit greater self-confidence in producing innovative ideas. By mastering thought management, goal setting, and autonomous self-evaluation, individuals become better equipped to confront job issues that necessitate imaginative solutions.

2. The Impact of Creative Self-Efficacy on Innovative Work Behavior.

A person's confidence in their creative capabilities motivates them to engage more actively in the generation and execution of innovative ideas in the workplace. When employees perceive themselves as capable of creative thinking, they are more inclined to take initiative and foster beneficial changes in the workplace.

3. The Impact of Self-Leadership on Innovative Work behaviors.

Self-leadership significantly contributes to the development of innovative work behavior. Workers who know their strengths and weaknesses and are committed to self-improvement will be more open to change and likely to innovate.

4. The impact of self-leadership on innovative work behavior is mediated by creative self-efficacy.

Self-leadership directly affects inventive behavior and enhances employees' creative confidence; hence, it reinforces their propensity to create. In essence, when individuals possess confidence in their creative capabilities through effective self-leadership, their capacity for innovation will become more robust and constant.

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