

The Effect of Self-Leadership and Proactive Personality on Innovative Work Behavior with Creative Self Efficacy as Mediation and Knowledge Sharing as Moderation

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Abstract

This study aims to analyze the effect of self-leadership and proactive personality on the innovative work behavior of village heads in Kerinci Regency, with creative self-efficacy as a mediating variable and knowledge sharing as a moderating variable. The background of this study departs from the low innovative work behavior of village heads, as shown in the results of the initial pre-survey with a respondent achievement rate (TCR) of only 55.17%. The research method uses a quantitative approach with survey techniques and data collection through written questionnaires. The sample was taken saturated from the entire population of 285 village heads. Data analysis was conducted using SmartPLS 3.2.8 with the Partial Least Square (PLS) approach, including validity, reliability, and causality tests through bootstrapping. The results showed that self-leadership and proactive personality have a positive and significant effect on innovative work behavior. In addition, creative self-efficacy is proven to mediate the relationship between self-leadership and innovative work behavior, while knowledge sharing strengthens the influence of self-leadership on creative self-efficacy. In conclusion, improving the innovative work behavior of village heads can be achieved through strengthening self-leadership, developing a proactive personality, and managing knowledge sharing and creative self-efficacy in the work environment.

Keywords: self-leadership; proactive personality; innovative work behavior; creative self-efficacy; knowledge Sharing.

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Introduction

Village governments play an important role in the development and welfare of communities in Indonesia, including in Kerinci Regency. As the closest unit of government to the community, village governments are responsible for organizing governance, carrying out development, and empowering communities in a sustainable manner. Villages are the center of local resource management, such as agriculture, fisheries and tourism, which contribute to improving the community's economy. In addition, village governments also play a role in infrastructure development, provision of health and education services, and preservation of local culture.

The village head acts as a decision and policy maker in formulating programs that are in accordance with the needs and potential of the village, such as natural resource management, community-based economic development, and infrastructure development that supports community welfare. Innovative work behavior has become one of the main themes in efforts to improve organizational performance in various sectors, including in the context of village government.

Innovative work behavior refers to the ability of individuals to generate, promote and implement new ideas relevant to organizational goals (Janssen, 2000).

In Kerinci Regency, the role of the village head as a local leader is very strategic in creating innovations that support village progress. However, the facts show that innovative work behavior among village heads is still low. This can be seen from the lack of initiative in the development of village programs, minimal adoption of modern technology and weak collaborative efforts in overcoming development challenges. This phenomenon indicates that innovative work behavior has not become an inherent culture in the work patterns of village heads.

One individual factor that contributes significantly to innovative work behavior is self-leadership. Self-leadership is the ability of individuals to direct themselves in achieving predetermined goals, including managing motivation, behavior, and thoughts (Houghton et al., 2016). Village heads who have good self-leadership skills tend to be more proactive in finding solutions to village problems, able to motivate themselves to stay focused on achieving the vision, and dare to take risks in making decisions. Previous research shows that self-leadership has a positive and significant influence on innovative work behavior, with inspiration where individuals, through self-direction and self-motivation, direct and lead themselves to achieve goals and desired behaviors in the workplace (Shen & Zhang, 2023).

In addition to self-leadership, proactive personality is also an important determinant of innovative work behavior. Individuals with proactive personalities tend to seek opportunities, take initiatives, and create positive changes in their environment (Li et al., 2022). In the context of village heads, proactive personality can be translated as the courage to try new approaches in managing village governance, establishing partnerships with external parties, and introducing innovations that can improve community welfare.

However, the relationship between self-leadership, proactive personality and innovative work behavior is not simple. Research shows that creative self-efficacy, which is an individual's belief in their ability to generate creative ideas, can play a significant mediating role (Tierney & Farmer, 2016). Individuals with high levels of creative self-efficacy tend to be more confident in developing innovative solutions, even when faced with complex challenges. In the context of village heads, confidence in creative abilities is important to ensure that the innovations produced can be effectively applied in improving public services and village development.

Thus, the creative self-efficacy variable is located between the self-leadership and proactive personality variables and innovative work behavior, or in other words, the creative self-efficacy variable acts as a mediating variable between self-leadership and proactive personality and innovative work behavior.

Knowledge sharing is proven to have an important role as a moderating variable that can strengthen the relationship between self-leadership and creative self-efficacy in an organizational context (Noerchoidah et al., 2022). When knowledge sharing activities are actively carried out in organizations, this can increase the effectiveness of self-leadership in building the creative self-efficacy of organizational members. This moderation process shows that the higher the intensity of knowledge sharing that occurs, the stronger the positive influence that self-leadership has on the development of creative self-efficacy.

Empirical studies support the importance of these variables in promoting innovative work behavior. For example, (Newman et al., (2018) found that proactive personality has a significant influence on innovative work behavior through strengthening creative self-efficacy, especially in work environments that require high levels of creativity. On the other hand, research by (Hsu et al., 2011) shows that knowledge sharing can strengthen individuals' ability to generate innovation, particularly in teams that have a collaborative culture.

Through a comprehensive approach, this research is expected to provide concrete solutions to improve the innovative work behavior of village heads, so as to encourage sustainable and competitive village development in the future. Therefore, these conditions encourage researchers to conduct scientific research with a focus on how the Effect of Self-Leadership and Proactive Personality on Innovative Work Behavior with Creative Self-Efficacy as Mediation and Knowledge Sharing as Moderation on Village Heads in Kerinci Regency.

This study provides a new perspective compared to previous studies by developing research conducted by Shen & Zhang, (2023) where in the study used self-leadership variables as independent variables, creative self-efficacy as mediation, innovative work behavior as dependent variables, and knowledge sharing as moderating variables. In research (Shen & Zhang, 2023).does not test the effect of proactive personality on innovative work behavior, but this study conducts this test where testing the effect of proactive personality on innovative work behavior is supported by research (Isnaeni, 2019) which found that proactive personality variables have a positive and significant effect on innovative work behavior.

Literature Review

Innovative Work Behavior

Innovative work behavior according to the book Determinants of Innovative Behavior: A Path Model of Individual Innovation in the Workplace by Scott & Bruce, (1994) describes innovative work behavior as individual efforts to propose or introduce new ideas in the workplace, which can include new processes, products, or methods that improve organizational performance. In addition, innovative work behavior in the book Innovative Behavior of Human Resources in Organizations edited by Nardo, Helia, & Jaya (2022) states that innovative work behavior is behavior that involves the process of creative thinking (intra personal) to convincing others (interpersonal) in every implementation of ideas in work situations

Meanwhile, according to Janssen, (2000) in his research defines innovative work behavior as an attitude of introducing, proposing, and implementing new ideas, products, and procedures into his work. Innovative itself is defined as something that is renewable, or an effort made from a new way of thinking to produce new work. Griffin et al., (2007) in his research A New Model of Work Role Performance: Positive Behavior in Uncertain Contexts published in the Academy of Management Journal describes innovative work behavior as a component of proactive performance behavior, which includes efforts to design and implement changes in work, especially in the face of uncertainty and new challenges.

Self-Leadership

Maxwell (1993), a leadership expert, in his book Developing the Leader Within You explains that self-leadership is the main key to becoming an effective leader. He states that self-leadership means managing oneself to achieve maximum potential, both in personal and organizational contexts. According to, Covey (1989) in his book The 7 Habits of Highly Effective People mentions that self-leadership is the first habit called Be Proactive. he also explains that self-leadership begins with the recognition that we are the first leaders in our lives. This means that we have full responsibility for our reactions to events and situations that occur.

Meanwhile, Northouse (2018) in his book Leadership: Theory and Practice self-leadership is part of transformational leadership, which requires deep self-understanding and self-control. Self-leadership allows individuals to set an example for others by managing themselves effectively, which in turn can affect the performance and attitudes of those around them. In Research by Rauf (2018)

entitled Self-Leadership and Organizational Performance: A Study on Public Sector Organizations in Indonesia examines how self-leadership plays a role in improving organizational performance in the public sector, including village governments. In this study, self-leadership is defined as the ability of individuals in organizations to manage intrinsic motivation and personal discipline, set clear goals and take responsibility for achieving them and manage time effectively.

Proactive Personality

Bateman & Crant (1993) in their book *The Proactive Personality* define proactive personality as a person's tendency to actively create change in their life and surroundings, rather than just reacting to changes that occur. Proactive differs from reactive because people with proactive personalities feel responsible for their circumstances and have control over the decisions they make. They prefer to innovate, solve problems, and try to improve the situation at hand.

Luthans (2011) in his book *Psychology and Work: An Introduction* states that individuals with proactive personalities have a tendency to seek out new opportunities and challenges, and take action to influence or change their work environment. They are often more successful in their careers because they take more involvement and initiative in solving problems and achieving goals.

According to Crant (2000) *Proactive Behavior in Organizations* in his research that proactive personality is the tendency to act initiative, take responsibility for the results achieved, and focus on creating opportunities rather than just reacting to circumstances.

Creative Self-efficacy

Bandura (1995) *Self-efficacy in Changing Societies* in his book explains that self-efficacy is an individual's belief in their ability to overcome challenges and achieve goals. Creative self-efficacy is the application of the concept of self-efficacy in the context of creative activities. In his view, individuals who have high creative self-efficacy will more easily face uncertainty and take risks in an effort to create something new. creative self-efficacy is a derivative of the concept of self-efficacy theory. Self-efficacy comes from social cognitive research and theory

In the book written by Sternberg (2003) *The Handbook of Creativity* outlines that creative self-efficacy is an important component in developing individual creativity potential in various contexts, including in organizations. Creative self-efficacy refers to a person's belief that they have the ability to think creatively and produce original solutions. Meanwhile, Mumford (2012) in his book *Creativity in Organizations: What We Know and What We Need to Know* defines Creative self-efficacy as an individual's belief in their ability to generate valuable creative ideas in a professional or organizational context.

Knowledge Sharing

Irma Becerra-Fernandez et al. (2004) in the book *Knowledge Management: Systems and Processes* knowledge sharing is the process of distributing and exchanging information and experiences between individuals or groups within an organization. This process allows the knowledge that exists in the organization to be spread, utilized, and used effectively by others who need it.

Meanwhile, Ikujiro Nonaka and Hirotaka Takeuchi (1995) in their book *The Knowledge-Creating Company* define knowledge sharing as the act of transferring explicit and tacit knowledge between individuals and groups within the organization. Explicit knowledge is knowledge that can be codified and shared through media (e.g. documents, manuals, data), while tacit knowledge is knowledge that is personal, such as skills, intuition, and experience

In addition, research by Srinivasan, R., & Radhakrishnan, M. (2020) *A Study on the Impact of Knowledge Sharing on Organizational Performance* reveals that knowledge sharing in organizations

has a significant impact on organizational performance. The knowledge sharing process helps improve decision making, reduce errors, and speed up the work process by using the experience and expertise possessed by other individuals in the organization.

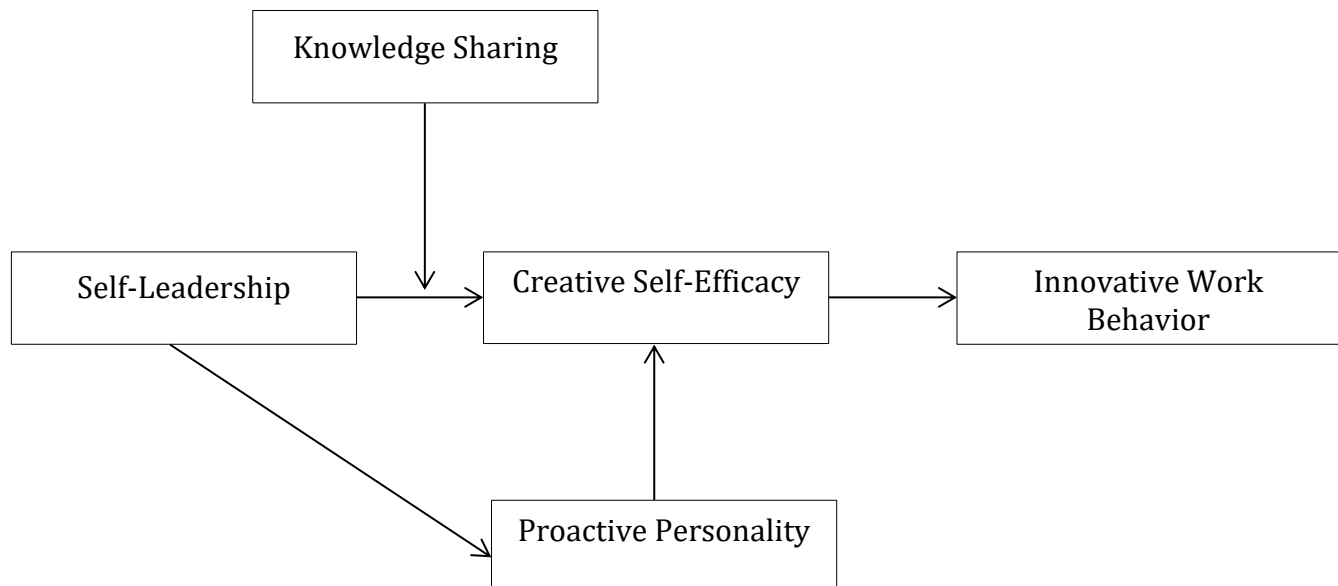


Figure 1. Theoretical Framework

Methods

This research focuses on village heads in Kerinci Regency as the object of research with a population of 285 village heads. The sampling technique used the probability method with a saturated sampling approach, where all members of the population were sampled. The research method used was a survey with data collection through a written questionnaire to obtain empirical data to test the research hypothesis. Data analysis was carried out using Smart PLS 3.2.8 software with the Partial Least Square (PLS) approach, which includes two main stages: Measurement Model Assessment (MMA) to test validity and reliability, and Structural Model Assessment (SMA) to test causality with predictive relevance. Validity tests were conducted through convergent validity and discriminant validity, while descriptive analysis was used to describe the characteristics of the research variables by presenting them in a frequency distribution table and calculating the Respondent Achievement Rate (TCR). In addition, structural model analysis was conducted using the bootstrapping method, with the hypothesis accepted if the t-Statistic > 1.96 and P-Values < 0.05, which indicates a significant influence between exogenous and endogenous variables.

Results and Discussion

Convergent validity can be evaluated through four (4) parts, namely outer loading > 0.7; Cronbach's alpha > 0.7; composite reliability > 0.7; average variance extracted (AVE) > 0.5. While discriminant validity uses the Fornell-Larcker criterion, cross loading, and HTMT methods.

Table 1. Outer Loading

	Knowledge Sharing	Creative Self Efficacy	Self Leadership * Knowledge Sharing	Self- Leadership	Proactive Personality	Innovative Work Behavior
KS1	0,862					
KS3	0,830					
KS4	0,845					
KS5	0,830					
KS6	0,856					
KS7	0,880					
KS8	0,865					
CSE1		0,845				
CSE2		0,824				
CSE3		0,770				
CSE5		0,800				
CSE6		0,798				
SL1				0,818		
SL2				0,855		
SL3				0,838		
SL4				0,849		
SL5				0,843		
SL6				0,870		
SL7				0,858		
SL9				0,815		
PP1					0,831	
PP2					0,775	
PP3					0,837	
PP4					0,845	
PP6					0,836	
PP7					0,773	
PP8					0,830	
PP9					0,821	
SL*KS			1,365			
IWB1						0,817
IWB2						0,822
IWB3						0,843
IWB4						0,824
IWB5						0,818
IWB6						0,728

Based on table 1, it can be seen that all statement items used to measure variables of innovative work behavior, proactive personality, self-leadership, creative self-efficacy, and knowledge sharing are valid because all statement items used have outer loadings above 0.7.

After analyzing the outer loadings, the results of the Cronbach's alpha, composite reliability, and average extracted variance (AVE) analysis can be seen as follows:

Table 2. Cronbach's Alpha, Composite Reliability, and AVE Analysis Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
KS	0,938	0,949	0,727
CSE	0,867	0,904	0,653
SL*KS	1,000	1,000	1,000
SL	0,942	0,952	0,711
PP	0,930	0,942	0,670
IWB	0,894	0,919	0,655

Description:

KS : Knowledge Sharing
CSE : Creative self-efficacy
SL : Self Leadership
KS : Knowledge Sharing
PP : Proactive Personality
IWB : Innovative Work Behavior

Based on Table 2, it can be seen that all variables have Cronbach's alpha > 0.7, composite reliability > 0.7 and AVE > 0.5 or have met the specified conditions (Hair et al., 2014).

Furthermore, the results of the discriminate validity analysis with the Fornell - Larcker criterion method can be seen as follows:

Table 3. Results of Discriminant Validity Analysis with the Fornell-Lacker Criterion Method

	KS	CSE	SL*KS	SL	PP	IWB
KS	0,853					
CSE	0,285	0,808				
SL*KS	-0,277	-0,304	1,000			
SL	0,174	0,462	-0,177	0,843		
PP	0,268	0,454	-0,306	0,553	0,819	
IWB	0,336	0,639	-0,375	0,655	0,643	0,810

Based on table 3, it can be seen that the correlation of the variable knowledge sharing with the variable itself (knowledge sharing) is 0.853. The correlation value is greater than the correlation between knowledge sharing and creative self-efficacy (0.285), self-leadership (0.174), proactive personality (0.268), and innovative work behavior (0.336). Likewise, the correlation between the creative self-efficacy variable and the variable itself (creative self-efficacy) is 0.808. The correlation value is greater than the correlation between creative self-efficacy with knowledge sharing (0.285), self-leadership (0.462), proactive personality (0.454), and innovative work behavior (0.639). Likewise, the correlation of the self-leadership variable with the variable itself (self-leadership) is 0.843. The correlation value is greater than the correlation between self-leadership with knowledge sharing (0.174), creative self-efficacy (0.462), proactive personality (0.553), and innovative work behavior (0.655). Likewise, the correlation between the proactive personality variable and the variable itself (proactive personality) is 0.819. The correlation value is greater than the correlation between proactive personality and knowledge sharing (0.268), creative self-efficacy (0.454), self-leadership (0.553), and innovative work behavior (0.643). Furthermore, the correlation of the innovative work behavior variable with the variable itself (innovative work behavior) is 0.810. The correlation value is greater

than the correlation between innovative work behavior with knowledge sharing (0.336), creative self-efficacy (0.639), self-leadership (0.655), and proactive personality (0.643).

The next step, R square (R^2) is used to measure how much endogenous variables are influenced by other variables (exogenous). The results of the R square analysis can be seen as follows:

Table 4. Analysis Results R square (R^2)

	R Square	Description
Creative Self - Efficacy	0,315	Weak
Innovative Work Behavior	0,632	Medium

Based on table 4, it can be seen that the creative self-efficacy variable has an R square (R^2) of 0.315 which means that the magnitude of the influence of self-leadership and proactive leadership on creative self-efficacy is 31.5% and belongs to the weak category (Hair et al., 2014). Furthermore, the innovative work behavior variable has an R^2 of 0.632 and it can be interpreted that the magnitude of the influence of self-leadership, proactive leadership and creative self-efficacy on innovative work behavior is 63.2% and belongs to the moderate category (Hair et al., 2014).

Q square is used to assess how well the model can predict the observed value and parameter estimates of endogenous variables. The results of the Q square analysis can be seen as follows:

Table 5. Q square analysis results (Q^2)

	Q^2	Description
Creative Self - Efficacy	0,198	Medium
Innovative Work Behavior	0,407	Strong

Based on the results of the Q square (Q^2) analysis in Table 5, it can be seen that the creative self-efficacy variable has a Q square (Q^2) of 0.198, which means that the model has moderate predictive relevance to this variable (Hair et al., 2014). Meanwhile, the innovative work behavior variable has a Q^2 value of 0.407, which indicates that the model has a strong predictive ability for this variable (Hair et al., 2014).

Structural Model Assessment (SMA) is a structural model to predict causal relationships between latent variables. SMA testing uses a bootstrapping procedure.

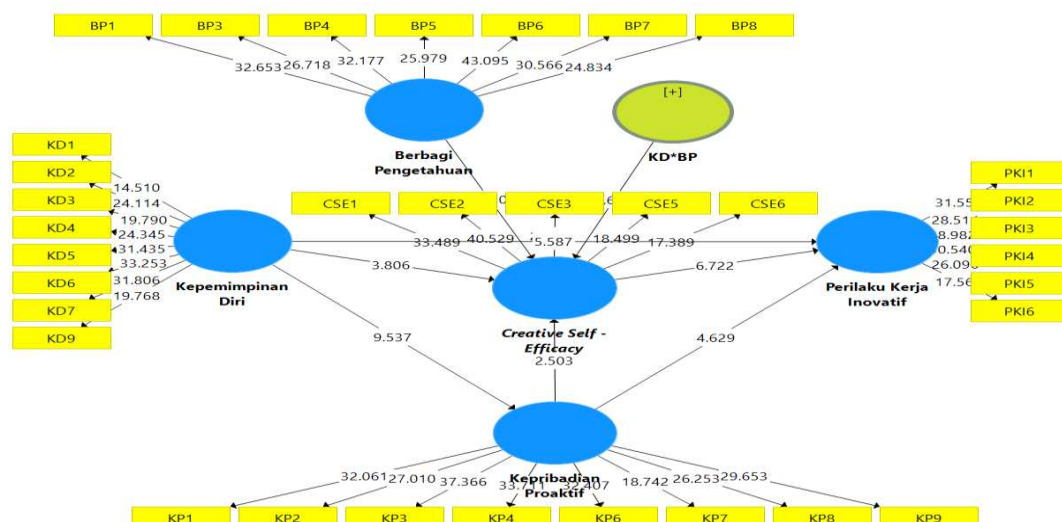


Figure 1. Structural Model Assessment

Table 6. Analysis Results Structural Model Assessment

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Conclusion
Self Leadership -> Innovative Work Behavior	0,325	0,327	0,058	5,587	0,000	H1 Accepted
Proactive Personality -> Innovative Work Behavior	0,302	0,306	0,065	4,629	0,000	H2 Accepted
Self Leadership -> Creative Self - Efficacy	0,298	0,297	0,078	3,806	0,000	H3 Accepted
Proactive Personality -> Creative Self - Efficacy	0,206	0,211	0,082	2,503	0,013	H4 Accepted
Creative Self - Efficacy -> Innovative Work Behavior	0,352	0,347	0,052	6,722	0,000	H5 Accepted
Self Leadership -> Proactive Personality	0,557	0,558	0,058	9,537	0,000	H6 Accepted

Based on table 6, it can be interpreted as follows:

1. The effect of self-leadership on innovative work behavior has an original sample of 0.325 (positive sign), T statistics of 5.587 (greater than 1.96) and P values of 0.000 (smaller than 0.05) so it can be concluded that self-leadership has a positive and significant effect on innovative work behavior (H1 accepted) .
2. The effect of proactive personality on innovative work behavior has an original sample of 0.302 (positive sign), T statistics 4.629 (greater than 1.96) and P values 0.000 (smaller than 0.05) so it can be concluded that proactive leadership has a positive and significant effect on innovative work behavior (H2 accepted).
3. The effect of self-leadership on creative self-efficacy has an original sample of 0.298 (positive sign), T statistics 3.806 (greater than 1.96) and P values 0.000 (smaller than 0.05) so it can be concluded that self-leadership has a positive and significant effect on creative self-efficacy (H3 accepted).
4. The effect of proactive personality on creative self-efficacy has an original sample of 0.206 (positive sign), T statistics 2.503 (greater than 1.96) and P values 0.009 (smaller than 0.05) so it can be concluded that proactive leadership has a positive and significant effect on creative self-efficacy (H4 accepted).
5. The effect of creative self-efficacy on innovative work behavior has an original sample of 0.352 (positive sign), T statistics 6.722 (greater than 1.96) and P values 0.000 (smaller than 0.05) so it can be concluded that creative self-efficacy has a positive and significant effect on innovative work behavior (H5 is accepted).
6. The effect of self-leadership on proactive personality has an original sample of 0.557 (positive sign), T statistics of 9.537 (greater than 1.96) and P values of 0.000 (smaller than 0.05) so it can be concluded that self-leadership has a positive and significant effect on proactive leadership (H6 accepted).

Furthermore, the results of the analysis of the mediating impact of creative self-efficacy variables between self-leadership and innovative work behavior and the moderating impact of Knowledge Sharing between self-leadership and creative self-efficacy can be seen as follows :

Table 7. Analysis Results Mediation and Moderation Variables

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Conclusion
Self Leadership -> Creative Self - Efficacy - > Innovative Work Behavior	0,105	0,102	0,029	3,620	0,000	H7 Accepted
KD*BP -> Creative Self - Efficacy	-0,110	-0,099	0,041	2,645	0,008	H8 Accepted

Based on table 7, it can be interpreted as follows:

1. The results of the analysis of the impact of creative self-efficacy as a mediating variable between self-leadership and innovative work behavior (KD $\square$ CSE $\square$ PKI) have an original sample of 0.105, T statistics of 3.620 (greater than 1.96) and P values of 0.000 (smaller than 0.05) so it can be concluded that creative self-efficacy is proven to mediate the relationship between self-leadership and innovative work behavior, so H7 is accepted.
2. The results of the analysis of the impact of knowledge sharing as a moderating variable between self-leadership and creative self-efficacy (KD*BP $\diamond$ CSE) have an original sample of -0.110, T statistics of 2.645 (greater than 1.96) and P values of 0.008 (smaller than 0.05) so it can be concluded that knowledge sharing is proven to moderate the relationship between self-leadership and creative self-efficacy, so H8 is accepted.

Discussion

The results of testing the First Hypothesis (H₁) on the effect of self-leadership on innovative work behavior can be concluded that self-leadership has a positive and significant effect on innovative work behavior, so the first hypothesis (H₁) is accepted. The findings of this study mean that self-leadership has an important role in encouraging innovative work behavior among Village Heads. This indicates that the higher a leader's ability to manage themselves, set goals, and motivate themselves, the more likely they are to generate new and innovative ideas in carrying out their duties. This finding also reinforces the perspective that innovation is not only influenced by external factors such as government policies or available resources, but also by the internal factors of the individuals themselves. Therefore, self-leadership development is a crucial aspect that can be considered in improving innovation in the village government environment. The results of this study are in line with (Ibus & Ismail, 2018; Omar et al., 2019; Mustika et al., 2020; Shen & Zhang, 2023; Khahan et al., 2024), which found that self-leadership has a significant effect on innovative work behavior.

The results of testing the Second Hypothesis (H₂) on the effect of proactive personality on innovative work behavior can be concluded that proactive personality has a positive and significant effect on innovative work behavior, so that the second hypothesis (H₂) is accepted. The findings of this study mean that proactive personality significantly contributes to increasing innovative work behavior among Village Heads. Individuals with proactive personalities tend to be more active in seeking opportunities, overcoming obstacles, and taking the initiative to make changes in their work, which ultimately encourages innovation. These results reinforce the theory that innovative behavior does not only depend on organizational or environmental factors, but is also influenced by the characteristics of the individuals themselves. Thus, this study provides insight for local governments and policy makers to pay more attention to aspects of proactive personality in the process of developing Village Head competencies in order to create a more innovative work environment. The results of this study are in

line with (Isnaeni, 2019; Su & Zhang, 2020; Mursal, 2022; Li et al., 2022; Abuzaid & Ghadi, 2024), who found that proactive personality has a significant effect on innovative work behavior.

The results of testing the Third Hypothesis (H_3) on the effect of self-leadership on creative self-efficacy can be concluded that self-leadership has a positive and significant effect on creative self-efficacy, so the third hypothesis (H_3) is accepted. The findings of this study mean that self-leadership has a significant role in increasing creative self-efficacy among Village Heads. This means that the better an individual's ability to direct themselves, set goals, and manage and motivate themselves, the higher their belief in their creative abilities. This is in line with the theory that individuals with strong self-leadership tend to be more confident in finding innovative solutions and facing challenges in their work. The implication of this finding is the importance of self-leadership development as part of a strategy to increase creative confidence, which in turn can encourage innovation in village governance. The results of this study are in line with (Rochani, 2020; Munawaroh et al., 2022; Rahmi & Daim, 2022; Supriyani & Azizah, 2024), who found that self-leadership has a significant effect on creative self-efficacy.

The results of testing the Fourth Hypothesis (H_4) on the effect of proactive personality on creative self-efficacy can be concluded that proactive personality has a positive and significant effect on creative self-efficacy, so that the fourth hypothesis (H_4) is accepted. The findings of this study mean that proactive personality has an important role in increasing creative self-efficacy among Village Heads. Individuals with proactive personalities tend to have higher confidence in their ability to generate creative ideas and solve challenges innovatively. These results support the theory that proactive individuals not only seek opportunities for action, but also have confidence in their ability to achieve desired outcomes. Thus, developing a proactive personality can be an effective strategy in increasing the creative confidence of the Village Head, which ultimately contributes to increased innovation in village governance. The results of this study are in line with (Karimi et al., 2022; Helmy & Pratama, 2018; Isnaeni, 2019; Oktaria et al., 2021; Shalma, 2024), who found that proactive personality has a significant effect on creative self-efficacy.

The results of testing the Fifth Hypothesis (H_5) on the effect of creative self-efficacy on innovative work behavior can be concluded that creative self-efficacy has a positive and significant effect on innovative work behavior, so the fifth hypothesis (H_5) is accepted. The findings of this study mean that creative self-efficacy has a significant influence in encouraging innovative work behavior among Village Heads. Individuals who have a high level of confidence in their creative abilities tend to be more willing to take initiatives and innovate in their work. This result is in line with the theory that confidence in one's ability to create new solutions and face challenges is an important factor that encourages innovative behavior. Thus, developing and improving creative self-efficacy can be an effective strategy to stimulate innovation at the village government level, so as to improve the quality of governance and public services that are more creative and efficient. The results of this study are in line with (Abdullah et al., 2019; Teng et al., 2020; Fransiskus, 2023; Aripriabowo, 2022), who found that creative self-efficacy has a significant effect on innovative work behavior.

The results of testing the Sixth Hypothesis (H_6) regarding the effect of self-leadership on proactive personality can be concluded that self-leadership has a positive effect on proactive personality, so that the sixth hypothesis (H_6) is accepted. This means that the higher the level of self-leadership a person has, the higher the individual's tendency to have a proactive personality. Self-leadership, which reflects the ability of individuals to direct, motivate, and manage themselves to achieve goals, is proven to encourage individuals to take initiatives, act independently, and be responsible for their work environment. Theoretically, this finding supports the view that individuals with strong self-leadership tend to be able to recognize opportunities, act proactively in solving problems, and not wait for instructions from other parties to act. In this context, self-leadership acts as an important foundation in the formation of a proactive personality, because individuals who are able to lead themselves also tend

to be more confident and dare to take strategic steps to achieve better results, both in personal and professional contexts. The results of this study are in line with (Boonyarit, 2023; Stewart et al., 2011; Crant, 2000), which found that self-leadership has a positive effect on proactive personality.

The results of testing the Seventh Hypothesis (H₇) regarding the effect of creative self-efficacy as a mediation between self-leadership and innovative work behavior can be concluded that creative self-efficacy as a mediation between self-leadership and innovative work behavior, so that the sixth hypothesis (H₆) is accepted. The findings of this study mean that creative self-efficacy acts as a significant mediator in the relationship between self-leadership and innovative work behavior. That is, individuals' ability to lead themselves not only directly affects innovative work behavior, but also through increasing their confidence in their creative abilities. In other words, good self-leadership can strengthen creative self-beliefs, which then encourage individuals to innovate more in their work. This finding confirms the importance of developing these two aspects of self-leadership and creative self-efficacy as part of a strategy to increase innovation in the work environment, particularly at the village government level. The results of this study are in line with (Ibus & Ismail, 2018; Sudiyani et al., 2023; Sarwoko, 2020; Indriyani et al., 2022; Chungtai et al., 2023), who found that creative self-efficacy mediates between self-leadership and innovative work behavior.

The results of testing the Eighth Hypothesis (H₈) on the effect of knowledge sharing as moderation between self-leadership and creative self-efficacy can be concluded that knowledge sharing as moderation between self-leadership and creative self-efficacy, so the eighth hypothesis (H₈) is accepted. The findings of this study mean that knowledge sharing serves as a significant moderating variable in the relationship between self-leadership and creative self-efficacy. Although the effect of self-leadership on creative self-efficacy is positive, the presence of knowledge sharing has a negative impact, which may indicate that too much knowledge sharing or inappropriate sharing can negatively affect creative self-efficacy. This finding provides an important understanding that in the context of village leadership, knowledge sharing should be done carefully and in the right context so as not to reduce individuals' creative self-efficacy. In other words, effective self-leadership in increasing creative self-efficacy can be hampered if knowledge sharing is not managed properly. The results of this study are in line with (Ghani Al-Saffar & Obeidat, 2020; Asbari et al., 2021; Khassawneh et al., 2022; Noerchoidah et al., 2022; Shen & Zhang, 2023), who found that knowledge sharing as moderation between self-leadership and creative self-efficacy.

Conclusions

Based on the results of the study, self-leadership and proactive personality are proven to have a positive and significant influence on innovative work behavior and creative self-efficacy of Village Heads in Kerinci Regency. In addition, creative self-efficacy acts as a mediator in the relationship between self-leadership and proactive personality with innovative work behavior. This study also found that knowledge sharing can moderate the relationship between self-leadership and creative self-efficacy. Theoretically, this study strengthens the theory of self-leadership, proactive personality, and self-efficacy in the context of village government, and contributes to the development of innovation theory in the public sector. From a practical perspective, the results of research emphasize the importance of developing self-leadership and proactive personality for village heads in order to increase innovation in public services. Therefore, training and coaching that focuses on strengthening leadership and empowering village officials are needed. In addition, creating a work environment that supports the development of creative self-efficacy and knowledge sharing can accelerate innovation at the village level. However, this study has limitations in the scope of the sample which is limited to village heads in Kerinci Regency, so the results may not necessarily be generalized to other areas. Future

research is recommended to expand the scope of the area and variables studied, as well as combine quantitative and qualitative methods to gain a deeper understanding of the factors that influence innovative work behavior in the village government sector.

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