



THE INFLUENCE OF PROACTIVE PERSONALITY AND JOB CRAFTING ON INNOVATIVE WORK BEHAVIOR THROUGH WORK ENGAGEMENT AS INTERVENING: A STUDY OF THE LOCAL MANPOWER, TRANSMIGRATION AND ENERGY OFFICE OF JAKARTA PROVINCE

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Abstract

This research aims to determine and analyze the influence of proactive personality and job crafting on innovative work behavior through work engagement as intervening. This quantitative research was conducted on 176 respondents who were civil servants of The Local Manpower, Transmigration and Energy sOffice of Jakarta Province. Samples were taken based on simple random sampling. The data was analyzed using partial least squares structural equation modeling (PLS-SEM) via the SmartPLS application. PLS-SEM is used because it able to give prediction that can produce recommendations for management. The research results show that proactive personality has a direct positive effect on work engagement. Job crafting has a direct positive effect on work engagement. Proactive personality has a direct positive effect on innovative work behavior. Job crafting has a direct positive effect on innovative work behavior. Work engagement has a direct positive effect on innovative work behavior. Proactive personality has an indirect positive effect on innovative work behavior through work engagement. Job crafting has an indirect positive effect on innovative work behavior through work engagement. With simple random sampling, this research has limitations in making generalizations regarding the relationship between variables for all civil servants at The Local Manpower, Transmigration and Energy Office of Jakarta Province.

Keywords: proactive personality, job crafting, innovative work behavior, work engagement

INTRODUCTION

Indonesia is ranked 54th with a rating of 30.6 among 133 countries in the Global Innovation Index (GII) 2024. The human capital or human resources is one of the elements of innovation that is crucial in the Global Innovation Index (GII). Innovation in human capital is one of the main indicators in measuring public sector innovation.

Along with the rapid development of technology, an organisation needs to improve the quality of its human resources as an effort to optimise human resource management, especially for government institutions that have more challenges to serve, innovate the wider community, are required to do so quickly, safely and easily accessible.

The lack of innovation in the public sector is due to the lack of understanding and management frameworks that can

explain how the innovation process in public sector organisations takes place (Moussa et al., 2018).

Whereas the demand to be more innovative has long been faced by public organisations (Demircioglu et al., 2023).

One of the high quality indicator of human resources is Innovative work behaviour. Innovative work behaviour refers to the development, adoption, and application of new ideas related to products, technology, and work methods by employees (Srirahayu et al., 2023).

The time between 2020 and 2023 shows various innovations implemented by the The Local Manpower, Transmigration and Energy Office of Jakarta Province, which can be seen in table 1. 1.



Table 1.1 Inovation in The Local Manpower, Transmigration and Energy Office of Jakarta Province

Year	Inovation name	Type of Inovation	Form of Regional Innovation
2020	Productivity CLinic	Non Digital	Public Service Innovation
2021	SIDUDA GENIT (Electricity Generator Power Support Information System)	Digital	Public Service Innovation
2021	E-WLP	Digital	Public Service Innovation
2021	e-Monitoring PJLP	Digital	Governance Innovation
2021	<i>Productivity Talks-Share to Inspire</i>	Digital	Other Regional Innovations in accordance with government affairs that are the authority of the region
2023	<i>PPKD Jakarta Timur Public Information Dashboard</i>	Digital	Public Service Innovation
2023	Disability Inclusion Class: Competency Development for Professional Certification in IT - Young Computer Operators	Non Digital	Public Service Innovation
2023	Implementation of Online Job Training Through E-Learning Management System (EMAS)	Digital	Public Service Innovation
2023	Recording Specific Time Work Agreements (PKWT) through a Web-based Integrated System (E-	Digital	Public Service Innovation

PKWT)

2023 PPKD Jakarta Timur Barista Workshop Non Digital Public Service Innovation

Source: DKI Jakarta Province (2024)

Innovative work behaviour of employees can be achieved in various ways, this can be done by getting used to innovative behaviour, including themselves in new and unprecedented work, and work engagement, this is in line with Yamak and Eyupoglu, 2021; stating that innovative work behaviour is influenced by proactive personality variables, job crafting, and work engagement. Employee innovative behaviour is essential to improve performance processes, productivity, and to develop new products and services. Innovative behaviour includes exploring various opportunities, developing new ideas, implementing changes, and applying new knowledge or processes to improve performance (Asbari et al., 2019).

LITERATURE REVIEW

Innovative Work Behavior

Innovative work behaviour is defined as a person's deliberate action to introduce and apply new ideas, methods in the context of a task or work group, job or organisation conceptualised to provide meaning for a person, group, organisation, or society in general (West and Farr, 1989). According to Janssen (2000) innovative work behaviour is a planned procedure, which includes the development, introduction, and application of new ideas by employees. This procedure can occur both in small groups and at the level of the organisation as a whole, with the aim of improving the performance of individuals, groups, or even the entire organisation. Meanwhile, De Jong and Den Hartog (2007) explain that innovative work behaviour refers to individual actions that aim to create useful new ideas, through a method, product, or service in the context of work tasks, groups, or organisations.

Based on some of the experts' definitions above, it can be synthesised that innovative work behaviour is a positive individual behaviour that includes developing, introducing, and implementing new ideas in the work process that can maximise organizational performance.

De Jong and Den Hartog (2010) argue that the dimensions and indicators of innovative work behaviour consist of opportunity exploration, idea generation, idea championing, idea implementation.

Proactive personality

Proactive personality refers to the ability to analyse the current environmental situation and know how to change it so that individuals can benefit from the positive changes it brings (Bateman and Crant, 1993). Proactive personality is a complex attribute of organisational members, distinct from other personality traits such as conscientiousness, openness to experience, tolerance of ambiguity, and extraversion, which has been shown through many studies to strongly influence a number of individual and organisational outcomes (Joo and Bennett, 2018).

From the above opinions, it can be synthesised that proactive personality is the behaviour of a person who tends to show initiative and persistence to bring about change in their environment.

The indicators of proactive personality proposed by Bateman and Crant (1993) are:

1. Act based on opportunities with indicators of the ability to identify opportunities and the ability to see opportunities.
2. Show initiative with indicators of the ability to find new ways and the urge to make a difference.
3. Taking action with indicators of encouragement to make changes and encouragement to solve problems.
4. Persevere with indicators of drive to excel and persistence to achieve goals.

Job Crafting

Job crafting is a process in which employees proactively take the initiative to customise their work environment. The aim is to fulfil their need for environmental fit and to enhance the meaning of work-related activities (Wrzesniewski and Dutton, 2001).

Job crafting refers to efforts that employees make on their own initiative to various aspects of their work, such as work tasks, relationships, and the physical work environment with the aim of improving work-related well-being, attitudes and/or behaviours (Tomas et al., 2023).

Thus, it can be synthesised that job crafting is a creative and improvisational process of how individuals creatively adapt work in ways that can create and sustain work meaning.

The dimensions and indicators of Tims et al. (2012) are: Increasing structural job resources, increasing social job resources, increasing challenging job demands, decreasing hindering job demands.

Work Engagement

Kahn explained that engagement in work is characterised by active employee participation physically, cognitively, and emotionally (Kahn, 1990).

Whereas Bakker and Albrecht (2018) define it as a pleasant, emotional, and motivated state of high energy combined with a high level of dedication and a strong focus on work is referred to as work engagement.

Based on the opinions of the experts mentioned above, this study uses the dimensions and indicators from Schaufeli et al. (2006), namely:

1. Vigor is measured by indicators of having high drive and motivation at work and the desire to work hard even in difficult circumstances.
2. Dedication is measured by indicators of assessing work as a challenge and inspiration that has a purpose and has enthusiasm and pride in work.
3. Absorption is measured by indicators of enjoying the time taken while working.

THEORETICAL FRAMEWORK

Proactive Personality and Work Engagement

When proactive employees show initiative and perseverance, they tend to be engaged in the work environment and immerse themselves in their work. Work engagement also represents employees' investment in their role-related performance, increased work engagement should be associated with more personal physical, cognitive, and affective resources available (Lv et al., 2018).

Research conducted by Lv et al., (2018) states that employees' proactive personality is positively correlated with work engagement. The results of research conducted by (Dai and Wang, 2023) show a positive correlation between proactive personality and work engagement.

Based on several theories and research results, proactive personality has a relationship with work engagement.

Job Crafting and Work Engagement

The results of Moreira et al research (2022) showed that increased structural job resources, increased social job resources, and increased challenging job demands were also found to have a positive and significant relationship with work engagement.

Meanwhile, research conducted by Park et al., (2020) exploring the relationship between job crafting and work engagement found that there is a positive relationship between the two.

Based on several theories and research results above, job crafting has a relationship with work engagement.

Proactive personality and Innovative work behavior

Research conducted by Yamak and Eyupoglu (2021) shows that an increase in proactive personality by one unit will result in an increase in innovative behaviour, so proactive personality and innovative behaviour have a significant positive effect.

Based on several theories and research results above, proactive personality has a relationship with innovative work behaviour.

Job crafting and IWB

A positive relationship has been found between job crafting and innovative work behaviour (Bindl et al., 2019). Research results from (Afsar et al., 2019) also explain that there is a positive relationship between job crafting (increasing structural resources, social resources, job demands) and innovative work behaviour.

Based on several theories and the results of previous research, job crafting has a relationship with innovative work behaviour.

Work engagement and IWB

Research conducted by Afsar et al., (2020) states that there is a positive influence of work engagement on innovative work behaviour. Likewise, the results of research by Wang et al.

(2019) show that work engagement correlates with innovative behaviour.

Based on several theories and research results above, work engagement has a relationship with innovative work behaviour.

Proactive personality to IWB through Work Engagement

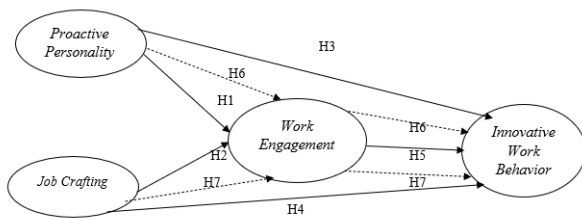
Based on the explanation above, it can be formulated that proactive personality has a significant positive effect on innovative work behaviour with work engagement as an intervening variable. This is in accordance with the results of research conducted by Tisu et al., (2020); Mubarak et al., (2021); Bai et al., (2022); and (Feng et al., 2022).

Job crafting to IWB through Work Engagement

Pradana and Suhariadi's research (2020) states that the effect of job crafting on innovative employee behaviour through work engagement is positive and significant.

Based on several theories and research results, work engagement mediates job crafting with innovative work behaviour.

Hypothesis



Hypothesis is a temporary assumption used in research to test its truth. From the theoretical framework above, the following 7 (seven) research hypotheses will be tested:

- H1 : Proactive Personality has a positive effect on work engagement.
- H2 : Job crafting has a positive effect on work engagement.
- H3 : Proactive personality has a positive effect on innovative work behaviour.
- H4 : Job crafting has a positive effect on innovative work behaviour.
- H5 : Work engagement has a positive effect on innovative work behaviour.
- H6 : Proactive personality has a positive effect on innovative work behaviour through work engagement.
- H7 : Job crafting has a positive effect on innovative work behaviour through work engagement.

RESEARCH METHODS

The type of research used in this study uses quantitative research, using primary data taken from interviews, observations, and questionnaires at The Local Manpower, Transmigration and Energy Office of Jakarta Province. In this study using a causal relationship, a causal relationship is a causal relationship between two or more variables (Sugiyono, 2024). In this study using two independent variables proactive personality and job crafting, dependent variable innovative

work behaviour, and one intervening variable work engagement.

This study uses data processing with SmartPLS, researchers conducted structural equation modelling (SEM) testing using SmartPLS. Data analysis testing is carried out directly and indirectly using SmartPLS.

RESULTS

Outer Model Analysis

- a. Convergent validity

At this stage of testing, it is carried out by looking at the outer loadings value of each indicator on all variables. Based on the correlation between the scores, it reflects that the correlation between each indicator has met the requirements.

- b. Cronbach alpha

Based on table 3.1, it can be seen that the Cronbach's alpha value has met the requirements, which indicates that the internal consistency of this measurement tends to be high.

Table 3.1. Cronbach's Alpha value of measurement Model

Variabel	Cronbach's alpha
Innovative Work Behavior	0,913
Job Crafting	0,900
Proactive Personality	0,934
Work Engagement	0,906

Source: Primary Data (2024)

- a. Average variance extracted (AVE)

Metric used to evaluate convergent validity is AVE. The minimum acceptable AVE is 0.5 (Hair et al., 2022). From the results of testing the measurement model, it is found that the AVE value on the four variables is above 0.5 so that it has met the requirements.

Table 3.2. AVE value of measurement Model

Variabel	Average Variance Extracted (AVE)
Innovative Work Behavior	0,512
Job Crafting	0,559
Proactive Personality	0,605
Work Engagement	0,604

Source: Primary Data (2024)

- b. Composite reliability

From the processing results, it is found that the composite reliability rho value in this measurement model tends to be high.

Table 3.3. Composite Reliability value of measurement Model

Variabel	Composite reliability (rho_c)
Innovative Work Behavior	0,926
Job Crafting	0,918
Proactive Personality	0,944

Work Engagement	0,924
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Source: Primary Data (2024)

e. Discriminant validity

In the table below, it can be seen that all AVE squared values are greater than the correlation between constructs, so discriminant validity is acceptable.

Table 3.4 Fornell-Larcker Criterion Value Measurement Model

	Innovative Work Behavior	Job Crafting	Proactive Personality	Work Engagement
Innovative Work Behavior	0,716			
Job Crafting	0,759	0,747		
Proactive Personality	0,789	0,879	0,778	
Work Engagement	0,733	0,786	0,822	0,777

Source: Primary Data (2024)

Inner Model Analysis

a. R Square

From this table, it can also be seen that the R Square value of the work engagement variable is 0.693, which means that the proactive personality and job crafting variables explain the work engagement variable by 69.3%. This amount shows that there is an influence that is categorised as moderate.

Table 3.5 R Square dan R Square Adjusted value

	R-square	R-square adjusted
Innovative Work Behavior	0,656	0,650
Work Engagement	0,693	0,690

Source: Primary Data (2024)

b. F-Square

Based on the table below, it can be concluded regarding several things:

- The f square value of proactive personality on work engagement is 0.249, so the influence of proactive personality on work engagement is moderate.
- The f square value of job crafting on work engagement is 0.059, meaning that the effect of job crafting on work engagement is weak.
- The f square value of proactive personality on innovative work behaviour is 0.091, meaning that the effect of proactive personality on innovative work behaviour is weak.

- The f square value of job crafting on innovative work behaviour is 0.032, meaning that the effect of job crafting on innovative work behaviour is in the weak category.
- The f square value of work engagement on innovative work behaviour is 0.042, meaning that the effect of work engagement on innovative work behaviour is in the weak category.

Table 3.6 f square value

	f-square
Proactive Personality -> Work Engagement	0,245
Job Crafting -> Work Engagement	0,059
Proactive Personality -> Innovative Work Behavior	0,091
Job Crafting -> Innovative Work Behavior	0,032
Work Engagement -> Innovative Work Behavior	0,042

Source: Primary Data (2024)

a. Variance inflation factor (VIF)

VIF measurement is used for testing collinearity in the structural model. The eligible VIF value is below five. When viewed in the table below, it can be seen that the VIF value is below five so that the structural model made in this study has met the requirements.

Table 3.7 Variance Inflation Factor (VIF)

	VIF
Proactive Personality -> Work Engagement	4,393
Job Crafting -> Work Engagement	4,393
Proactive Personality -> Innovative Work Behavior	5,470
Job Crafting -> Innovative Work Behavior	4,651
Work Engagement -> Innovative Work Behavior	3,262

Source: Primary Data (2024)

DISCUSSION

In this study, intervening can occur if work engagement can intervene between proactive personality and innovative work behaviour, and if work engagement can intervene between job crafting and innovative work behaviour.

In the table below, there are PLS-SEM test results that contain the values of the structural model used in this study.

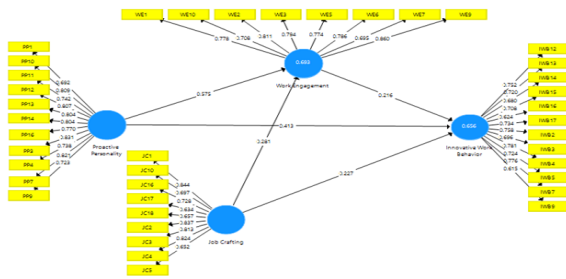


Table 4.1 Path coefficients value of direct effect test results

Correlation	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Proactive Personality -> Work Engagement	0,575	0,562	0,108	5,336	0,000
Job Crafting -> Work Engagement	0,281	0,286	0,111	2,536	0,012
Proactive Personality -> Innovative Work Behavior	0,413	0,401	0,132	3,124	0,002
Job Crafting -> Innovative Work Behavior	0,227	0,233	0,096	2,365	0,018
Work Engagement -> Innovative Work Behavior	0,216	0,223	0,104	2,081	0,038

Source: Primary Data (2024)

The results of testing hypothesis 1

Proactive personality has positive effect on work engagement
 The hypothesis that proactive personality has a positive effect on work engagement is accepted and the relationship between the two is significant.

The relationship between proactive personality and work engagement is 0.245. This value is classified as moderate, so that the ability of proactive personality in explaining work engagement is in the moderate category.

Proactive personality has a direct relationship with work engagement as individuals who have a highly proactive personality tend to be engaged as they actively seek opportunities to learn and develop (Islam et al., 2024).

The results of testing hypothesis 2

Job crafting has positive effect on work engagement
 Based on the hypothesis that job crafting has a positive effect on work engagement is accepted and the relationship between the two is significant. Judging from the path coefficient value between job crafting and work engagement has a value of 0.281, which means that the direction of the relationship is positive or unidirectional.

Employees who have a tendency to adopt job crafting will increase their work meaning and satisfaction, which will affect their level of engagement with work (Peters, 2019). Allowing employees to make adjustments to their work and environment also makes them feel enthusiastic, happy, and proud of their duties, which in turn will make employees feel valued and highly commitment (Sukirno et al., 2024).

The results of testing hypothesis 3

Proactive personality has positive effect innovative work behavior

Based on from the path coefficient value between proactive personality and innovative work behaviour has a value of 0.413, it can be interpreted that the direction of the relationship between the two is positive or unidirectional, where an increase of one unit of proactive personality will increase 41.3% of innovative work behaviour.

To support the findings, it is necessary to look at the results of the f square value. The f square value of proactive personality on innovative work behavior is 0.091, so it can be concluded that the ability of proactive personality to explain the innovative work behavior variable is in the weak category.

People with proactive personalities like to change the situation around them to better suit their needs (Li et al., 2022). A proactive individual will often generate new ideas and be motivated to realize them (Nurjaman et al., 2019). A person with a proactive personality tends to continuously identify new ways to improve their current performance and status, thus facilitating the transformation of creative ideas into the generation of innovative behaviors and effective tangible products (Su dan Zhang, 2020).

The results of testing hypothesis 4

Job crafting has positif effect on innovative work behavior
 Viewed from the path coefficient value between job crafting to innovative work behaviour has a value of 0.227, it can be interpreted that the direction of the relationship between the two is positive or unidirectional, where an increase of one unit of proactive personality will increase 22.7% of innovative work behaviour. When viewed from the results of the f square value on proactive personality on innovative work behaviour, which is 0.091. This value is classified as weak, so the ability of job crafting in explaining innovative work behaviour is in the weak category.

The “professional identity customization” that employees undertake through job crafting not only fosters a sense of ownership, but also strengthens the connection between employees and their work, thereby encouraging employees to experiment with new methods and solutions, which contributes to a culture of continuous improvement and innovation in the organizational context Ok dan Lim (2022).

The results of testing hypothesis 5

Work engagement has positif effect on innovative work behavior

Viewed from the path coefficient value between work engagement and innovative work behaviour has a value of 0.216, it can be interpreted that the direction of the relationship between the two is positive or unidirectional, where an increase of one unit of work engagement will increase 21.6% of innovative work behaviour. When viewed from the results of the f square value on work engagement to innovative work behaviour of 0.042, which means that the ability of work engagement variables to explain innovative work behaviour is in the weak category.

The Broaden-and-Build Theory suggested by Fredrickson describes that employees who experience positive emotions will stimulate positive thoughts, thereby increasing the chances of innovative work behavior (Agarwal et al., 2012). Innovative work behavior engages the creation of something new (idea generation), which requires employees to concentrate and enjoy their work (Sari et al., 2021).

Table 4.2 Path coefficients value of indirect effects test result

Correlation	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Proactive Personality -> Work Engagement -> Innovative Work Behavior	0,124	0,124	0,063	1,976	0,049
Job Crafting -> Work Engagement -> Innovative Work Behavior	0,061	0,065	0,042	1,448	0,148

Source: Primary Data (2024)

The results of testing hypothesis 6

Proactive personality has a positive effect on innovative work behaviour through work engagement

Viewed from the path coefficient value between proactive personality on innovative work behaviour through work engagement has a value of 0.124, which means that the direction of the relationship between the two is positive or unidirectional.

Work engagement has a mediating role in the influence of proactive personality on innovative work behavior (Tekeli dan Gökhan Özkoç, 2022). Proactive and engaged employees perform better and influence performance and innovative work behavior Hu et al., (2021).

The results of testing hypothesis 7

Job crafting has a positive effect on innovative work behaviour through work engagement

Viewed from the *t Statistic* value obtained between job crafting on innovative work behaviour through work engagement is 1.448 with a p value of 0.148, it can be interpreted that the job crafting hypothesis has a positive effect on innovative work behaviour through work engagement is rejected.

HR flexibility has a role as an antecedent of job crafting (Tuan, 2019). The absence or lack of HR flexibility in the public sector limits employees from job crafting, which then has a domino effect on work engagement and innovative work behavior of employees.

CONCLUSION

The following are the results of testing the hypotheses in this study:

- Proactive personality has a direct positive and significant effect on work engagement. This result proves that the work engagement of employees of The Local Manpower, Transmigration and Energy Office of Jakarta Province will increase if employees have a proactive personality.
- Job crafting has a direct positive and significant effect on work engagement. This result proves that the work engagement of employees of The Local Manpower, Transmigration and Energy Office of Jakarta Province will increase if employees have job crafting.
- Proactive personality has a direct positive effect on innovative work behaviour. This result proves that the innovative work behaviour of employees of The Local Manpower, Transmigration and Energy

Office of Jakarta Province will increase if employees have a proactive personality.

- Job crafting has a direct positive and significant effect on innovative work behaviour. These results prove that the innovative work behavior of employees of The Local Manpower, Transmigration and Energy Office of Jakarta Province will increase if employees have job crafting.
- Work engagement has a direct positive and significant effect on innovative work behaviour. These results prove that the innovative work behaviour of employees of The Local Manpower, Transmigration and Energy Office of Jakarta Province will increase if employees have work engagement.
- Proactive personality has an indirect positive effect on innovative work behaviour through work engagement. These results prove that work engagement mediates proactive personality on innovative work behaviour.
- Job crafting does not have an indirect positive effect on innovative work behaviour through work engagement. This means that work engagement cannot mediate job crafting on innovative work behaviour.

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