
Influences of Proactive Personality to Employee Innovative Behavior Mediated by Work Engagement of Provincial Revenue Office, North Sulawesi Province

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Abstract: Amid rapid social, economic and technological change, the global work environment has undergone significant transformation. Employees around the world are currently faced with increasingly complex and dynamic challenges. Proactive personality has a close correlation with the innovative behavior of employees at the Provincial Revenue Office (BAPENDA) of North Sulawesi Province. The main focus is still focused on how things work and existing regulations, such as bureaucratic reform, revising or reducing regulations that slow down processes, as well as creating useful policies. Efforts are also made to change or adapt work systems to suit and improve quality and effectiveness. Therefore, the proactive personality and innovative behavior of employees not only increases the individual's ability to innovate, but also provides motivation for them to act proactively in seeking and implementing innovative ideas, such as in public services. The aim of the research is to analyze the influence of proactive personality on work engagement and testing the influence of proactive personality and work engagement on employee innovative behavior and testing the mediating influence of work engagement on proactive personality on employee innovative behavior at BAPENDA North Sulawesi Province. The population was 271 employees at BAPENDA North Sulawesi Province and the research sample used the Slovin formula so that there were 170 samples in this study. The analysis method uses a structural equation model with the AMOS version 24 application. The research results show that proactive personality has a positive and significant effect on work engagement. Proactive personality and work engagement have a positive and significant effect on employee innovative behavior at BAPENDA North Sulawesi Province. Apart from that, work engagement can act as a mediator in

the relationship between proactive personality and employee innovative behavior at BAPENDA North Sulawesi Province.

Key words: Proactive Personality, Work Engagement, Employee Innovative Behavior

INTRODUCTION

Background

Amid rapid social, economic and technological change, the global work environment has undergone significant transformation. Employees around the world are currently faced with increasingly complex and dynamic challenges. Developments such as globalization, industrial revolution 4.0, and the COVID-19 pandemic have fundamentally changed the work landscape. This phenomenon has brought new pressure and higher demands on employees to adapt, innovate and provide added value in their work.aan them.

Proactive personality refers to the traits of individuals who tend to take initiative, identify opportunities, and act to create change. The meaningfulness of a proactive personality can be explained by the fact that individuals with a proactive personality not only accept situations as they are, but also actively seek ways to improve or optimize them. Proactive employees have a tendency to see opportunities in problems or situations. They are often the first individuals to recognize opportunities and strive to realize them. In addition, employees with a proactive personality tend to be more open to change and better prepared to adapt to a dynamic environment, conditions that strongly support innovation. Proactive personalities are generally not satisfied with the status quo. They prefer to look for creative and unique solutions to overcome the various challenges they face.

Work engagement is a state of work involvement characterized by vigor, dedication, and absorption. The importance of work engagement is reflected in the fact that employees who feel connected to their work tend to feel enthusiasm, enthusiasm and full involvement in their tasks. This engagement typically triggers a higher level of commitment to the job, encouraging them to continually look for better and more efficient ways to complete tasks, which in turn supports innovation. The dedication and enthusiasm of engaged employees can be a driving force for innovative behavior. Enthusiasm often drives individuals to think creatively and seek innovative solutions. Employees who are fully engaged in their work have the ability to fully focus on their tasks, which can increase their ability to explore in greater depth and discover new approaches or solutions that may not be apparent to others.

Personality proactiveness has a close correlation with the innovative behavior of employees at the Provincial Revenue Office (BAPENDA) of North Sulawesi Province. The main focus is still focused on working methods and existing regulations, such as bureaucratic reform, revision or reduction of regulationsg slow down the process, as well as the creation of useful policies. Efforts are also made to change or adapt work systems to suit and improve quality and effectiveness. Therefore, the proactive personality and innovative behavior of employees not only increases the individual's ability to innovate, but also provides motivation for them to act proactively in seeking and implementing innovative ideas, such as in public services. Understanding the interactions between these variables can help in designing strategies to increase the level of innovation in the work environment. Organizations that can recognize and exploit the relationship between proactive personality, work engagement, and innovative employee behavior will be better prepared to face future challenges and take advantage of emerging opportunities.

In the national context, employees at BAPENDA North Sulawesi Province also face unique challenges. North Sulawesi Province is one of the regions with rapidly growing economic potential, and the Regional Revenue Agency has a central role in supporting this growth. BAPENDA employees in North Sulawesi Province are expected to not only carry out their routine duties, but also contribute to improving services and innovation that encourage regional economic growth. The relationship between services and innovation and North Sulawesi Province Regional Revenue Revenue can be explained further in Table 1. As follows:

Table 1. Regional Revenue Receipts of North Sulawesi Province

Description/Explanation	Year					
	2017	2018	2019	2020	2021	2022
Vehicle tax	103.20	101.20	106.64	90.13	90.79	101.22
Motor Vehicle Title Transfer Fee	106.08	105.92	94.94	98.68	85.61	96.77
Motor Vehicle Fuel Tax	105.98	111.33	102.75	87.80	96.77	107.74
Surface Water Tax	92.24	105.93	118.72	139.17	125.92	110.56
Cigarette Tax	103.54	101.63	91.99	93.18	106.19	103.20
Local tax	104.70	104.96	100.16	91.99	93.20	102.05
Regional Original Income (PAD)	104.78	104.32	100.46	94.04	88.43	99.07

Source: BAPENDA, 2023

Based on the data listed in Table 1.1 regarding North Sulawesi Province Regional Revenue Revenues during the 2017-2022 period, it can be observed that the percentage of Regional Taxes experienced a decrease in revenue from 2018 to 2021. This decrease was mainly influenced by motor vehicle tax revenues, motor vehicle return fees, and vehicle fuel tax. On the other hand, North Sulawesi Province's Original Regional Income (PAD) continues to decline until it reaches 88.43% in 2021. In 2022, there will be an increase of 10.64% in Original Regional Income (PAD). This shows the need for innovation by employees at the North Sulawesi Regional Revenue Agency (BAPENDA) to contribute to improving services and achieving the agency's goals.

Several research relationships that prove the relationship between variables in this research can be seen from research, including research Ariyani and Hidayati (2018) found that work engagement influences employee innovative behavior in public sector organizations. Meanwhile research Anugrahito and Muafi (2020) found a relationship between proactive personality and work engagement in public sector organizations. Next is research Fitriana and Satrya (2022) found that employee innovative behavior is influenced by proactive personality in public sector organizations.

Therefore, this research aims to analyze the influence of proactive personality on employee innovative behavior which is mediated by work engagement in BAPENDA employees of North Sulawesi Province. By understanding the factors of employee innovative behavior in BAPENDA North Sulawesi Province, we can develop a better understanding of how to motivate and develop

employees to innovate in public services. This is very important in supporting regional economic growth and providing better services to the community. Based on the background above, this research takes the title: The Influence of Proactive Personality on Employee Innovative Behavior Mediated by Work Engagement in Employees at BAPENDA, North Sulawesi Province.

Research purposes

Based on the previous problem formulation, the objectives of this research can be identified, namely:

1. To analyze the influence of proactive personality on work engagement among employees at BAPENDA, North Sulawesi Province.
2. To analyze the influence of work engagement on innovative employee behavior among employees at BAPENDA, North Sulawesi Province.
3. To analyze the influence of proactive personality on innovative employee behavior among employees at BAPENDA, North Sulawesi Province.
4. To analyze work engagement, it can mediate the relationship between proactive personality and employee innovative behavior in employees at BAPENDA, North Sulawesi Province.

LITERATURE REVIEWS

Employee Innovative Behavior

Employee Innovative Behavior emerged as a response to the organization's need to adapt to a dynamic and competitive business environment. In this era of rapidly developing technology and increasingly fierce business competition, the ability to innovate is the key for organizations or companies to maintain and improve their position. In this context, employees, who are the most important asset in an organization or company, must demonstrate creative and innovative behavior.

According to Robbins (2020), work behavior is a form of individual self-actualization in the work environment through attitudes towards work. The measure of employee innovative behavior is the extent to which they can capture and implement creative ideas. Employee creativity has a significant impact on innovation within an organization or company. If an employee is able to create ideas and turn them into real actions, this will increase the spirit of innovation in the organization or company as a whole (Muhdiyanto et al, 2021: 656).

Proactive personality

Proactive personality refers to the initiative that arises from individuals with the intention to improve the conditions around them. Based on research conducted by Suryani (2020), a proactive personality describes the nature of individuals who tend to take advantage of opportunities, have the courage to take action in decision making, and are active in carrying out their duties. Another perspective, as expressed by Chipeta & Surujlal (2017).

Work engagement

Work engagement comes from the need to understand how organizations can motivate employees to make the best contribution to the company. In the midst of an increasingly competitive and dynamic work environment, employee involvement is a key factor in achieving organizational success and sustainability. Employee engagement is linked to a number of positive outcomes, including increased productivity, customer satisfaction, and employee retention

(Zahoor, 2020). Fiernaningsih (2022) explains that work engagement includes the concept of how employees show full involvement and high morale in carrying out their duties. Employees with enthusiasm, dedication and a high level of absorption have high energy and mental resilience while working.

Previous Research

Research Model and Hypothesis

Research Model

To examine the influence of proactive personality and work engagement on innovative employee behavior. Work engagement can mediate the relationship between proactive personality and employee innovative behavior. The research model can be seen in Figure 1 below:

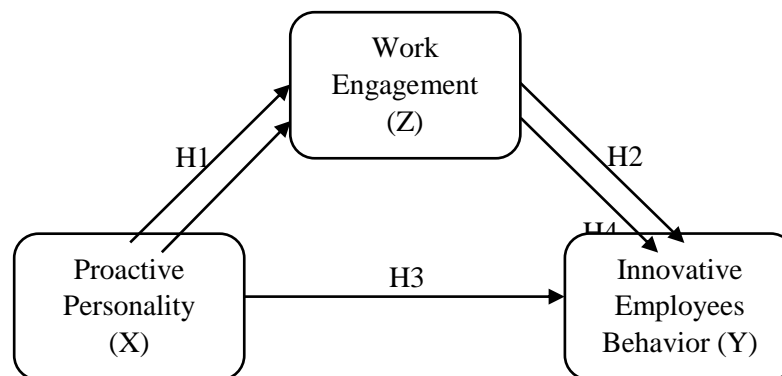


Figure 1. Research Model

Source: Data processing, 2023

Sekaran and Bougie (2017) define a hypothesis as a temporary, testable statement that predicts the expected results from empirical data. Referring to the main problems previously explained, the following is the formulation of a hypothesis as a temporary response or conjecture in the context of this research:

1. H1 is suspected that proactive personality influences work engagement among employees at BAPENDA, North Sulawesi Province.
2. H2 is suspected that work engagement influences employee innovative behavior in employees at BAPENDA, North Sulawesi Province.
3. H3 is suspected that proactive personality influences employee innovative behavior in employees at BAPENDA, North Sulawesi Province.
4. H4 is suspected that work engagement mediates the relationship between proactive personality and employee innovative behavior in employees at BAPENDA, North Sulawesi Province.

RESEARCH METHODS

This research uses a quantitative approach as a method to collect and analyze data, as well as to explore the relationship between the variables studied. According to Sugiyono (2018), quantitative research methods are a type of research that is systematic, planned and clearly

structured. This approach allows researchers to measure variables using numbers and statistics, thereby enabling statistical analysis to test proposed hypotheses.

Location and Place of Research

This research was conducted on employees of the Bapenda of North Sulawesi Province, Indonesia. Jln. August 17 Number 67. Manado, North Sulawesi.

Research Population and Sample

The population in this study were all employees at BAPENDA North Sulawesi Province, totaling 271 employees with different job levels and fields of work. For sampling using the Slovin formula $n = N / (1 + Ne^2)$ soThe sample of respondents was 170 permanent employeesBAPENDA North Sulawesi Province.

Data analysis

The data processing approach in this research uses the Structural Equation Modeling (SEM) method. SEM is a development of path analysis, where the causality between exogenous variables and endogenous variables can be analyzed more comprehensively, as explained by Abdullah (2015). Through the application of SEM, not only causal relationships, both direct and indirect, on observed variables or constructs can be identified, but also the contribution of each component to the formation of the construct can be measured. Therefore, the causal relationship between variables or constructs becomes more informative, comprehensive and accurate.

Research Instrument

Sugiyono (2018:93) states that the Likert scale is used as a measurement instrument to assess attitudes, opinions and perceptions of individuals or groups towards social phenomena. Questionnaires or questionnaires that use a Likert scale usually have a list of answer choices. By applying a Likert scale, the variables being measured are explained in the form of variable indicators.

RESEARCH RESULTS AND DISCUSSION

Research result

Following is Table 2. Employees atBAPENDA North Sulawesi Province based on the following positions:

**Table 2. Employees by Position
At BAPENDA North Sulawesi Province**

No	Position	Employee
1	Structural	51
2	Functional	119
Total		170

Source: North Sulawesi Provincial Inspectorate 2023

Based on information from Table 2, the largest number of employees is in structural positions, namely 51 employees, while functional positions are filled by 119 employees. Challenges faced by BAPENDA North Sulawesi Province.

Normality Test Results

This test is carried out by observing the skewness value of the data used. If the CR value of the data skewness is in the range between + 2.58 or at a significance level of 0.01 (1%) it can be concluded that there is no evidence that the data used has an abnormal distribution. The results of the data normality test are displayed in Table 3, as follows:

Table 3. Data Normality

Indicator	Min	Max	Skew	C R	K urtosis	C R
EIB3	4	5	-0.296	- 1,578	- 1,913	- 5,105
EIB2	4	5	-0.035	- 0.187	- 1,999	- 5,335
EIB1	4	5	0.598	3 ,193	- 1,642	- 4,383
WE3	3	5	-1,139	- 6,081	0.1 77	0 .472
WE2	3	5	-1,316	- 7,027	0.6 51	1 ,739
WE1	3	5	-0.664	- 3,547	- 0.782	- 2,087
PP1	3	5	-0.642	- 3,425	- 0.663	- 1,771
PP2	3	5	-0.500	- 2,672	- 0.817	- 2,182
PP3	3	5	-0.264	- 1,409	- 1,060	- 2,830
PP4	3	5	-0.734	- 3,918	- 0.436	- 1,163
Multivariate					5,3 69	2 ,266

Source: AMOS processed data, 2023

Based on Table 3, it can be seen that the normality evaluation carried out using the criteria of critical ratio, skewness value and kurtosis value, shows that all univariate variables are normally distributed ($CR \leq 2.58$). Meanwhile, the multivariate normality test shows that the data is $cr 2.266 \leq 2.58$, meaning the data is normally distributed.

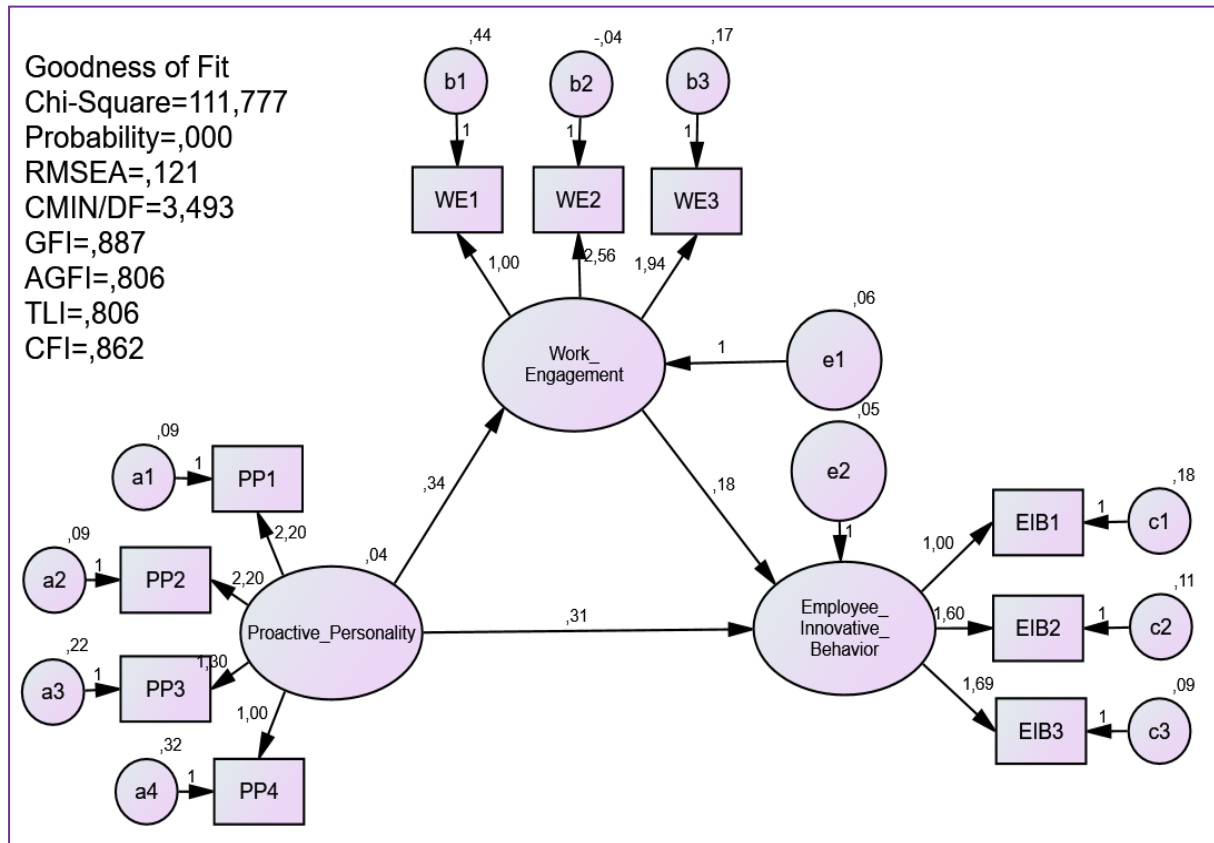


Figure 2. Regression Coefficients

Source: AMOS processed data, 2023

Construct Reliability (CR) and Average Variance Extracted (AVE)

Factor cross loading is a value that is useful for determining whether a construct has adequate discriminants. This process involves comparing the cross loading values on the construct in question, where these values should be higher than the cross loading values on other constructs. The desired standard value for each construct is greater than 0.7. Table 4 shows the calculation of construct reliability and average variance extracted (AVE), as follows:

Table 4. Construct Reliability and Average Variance Extracted

Indicator	SLF	LF	Error r	SLF ²	Total LF	Total Errors	Total LF ²	AVE	CR
PP1	0.841	2,195	0.023	4,818	6,733	0.110	12,622	0.991	0.899
PP2	0.837	2,291	0.024	5,249					
PP3	0.507	1,247	0.026	1,555					
PP4	0.350	1,000	0.037	1,000					
WE1	0.350	1,000	0.046	1,000	6,225	0.135	14,989	0.991	0.879
WE2	1,048	3,024	0.055	9,145					
WE3	0.761	2,201	0.034	4,844					

EIB1	0.486	1,000	0.021	1,000	4,073	0.067	5,727	0.988	0.936
EIB2	0.745	1,483	0.022	2,199					
EIB3	0.793	1,590	0.024	2,528					

Source: Processed data, 2023

Based on Table 4, construct reliability and average variance extracted (AVE) calculations. It is known that all AVE values are ≥ 0.5 , which means that good convergent validity properties based on the AVE measure have been achieved and all construct reliability values are ≥ 0.7 , which means that good convergent validity properties of construct reliability measures have been achieved.

Hypothesis testing

A positive relationship between variables can be identified from the results of data processing if the CR value is greater than 1.96 and the P value is less than 0.05. Hypothesis test results can be found in Table 5 below:

Table 6. Regression Weight Model

Variables			Estimate	S.E	CR	P	Hypothesis
Work Engagement	←	Proactive Personality	0.339	0.144	2,353	0.019	Positive and Significant
Employee Innovative Behavior	←	Work Engagement	0.177	0.089	1,977	0.048	Positive and Significant
Employee Innovative Behavior	←	Proactive Personality	0.315	0.138	2,286	0.022	Positive and Significant

Source: AMOS processed data, 2023

Based on Table 6. Regression weight model, the influence of the variables can be explained as follows:

1. The influence of proactive personality (X) on work engagement (Z) obtained $P 0.019 \leq 0.05$. This means that proactive personality has a significant effect on work engagement at BAPENDA North Sulawesi Province. So hypothesis one (H1) is accepted.
2. Influence of work engagement (Z) against innovative employee behavior (Y) obtained $P 0.048 \leq 0.05$. This means that work engagement has a significant effect on innovative employee behavior at BAPENDA North Sulawesi Province. So hypothesis two (H2) is accepted.
3. The influence of proactive personality (X) on innovative employee behavior (Y) obtained $P 0.022 \leq 0.05$. This means that proactive personality has a significant effect on innovative employee behavior at BAPENDA North Sulawesi Province. So hypothesis one (H3) is accepted.

Two Tailed Significance (BC)

To test the mediating variable of work engagement on proactive personality on employee innovative behavior, it can be seen in Table 7, as follows:

Table 7. Two Tailed Significance Test Results

Variable	Proactive Personality	Work Engagement	Employee Innovative Behavior
Work Engagement	0,000	0,000	0,000
Employee Innovative Behavior	0.032	0,000	0,000

Source: AMOS processed data, 2023

Based on Table 7. Two tailed significance, the work engagement variable can mediate the relationship between proactive personality and employee innovative behavior with a significant value of 0.032. So hypothesis four (H4) is accepted.

Goodness of Fit Model Test Results

The goodness of fit test is used to test the significance of the model in explaining the relationship between variables as hypothesized.

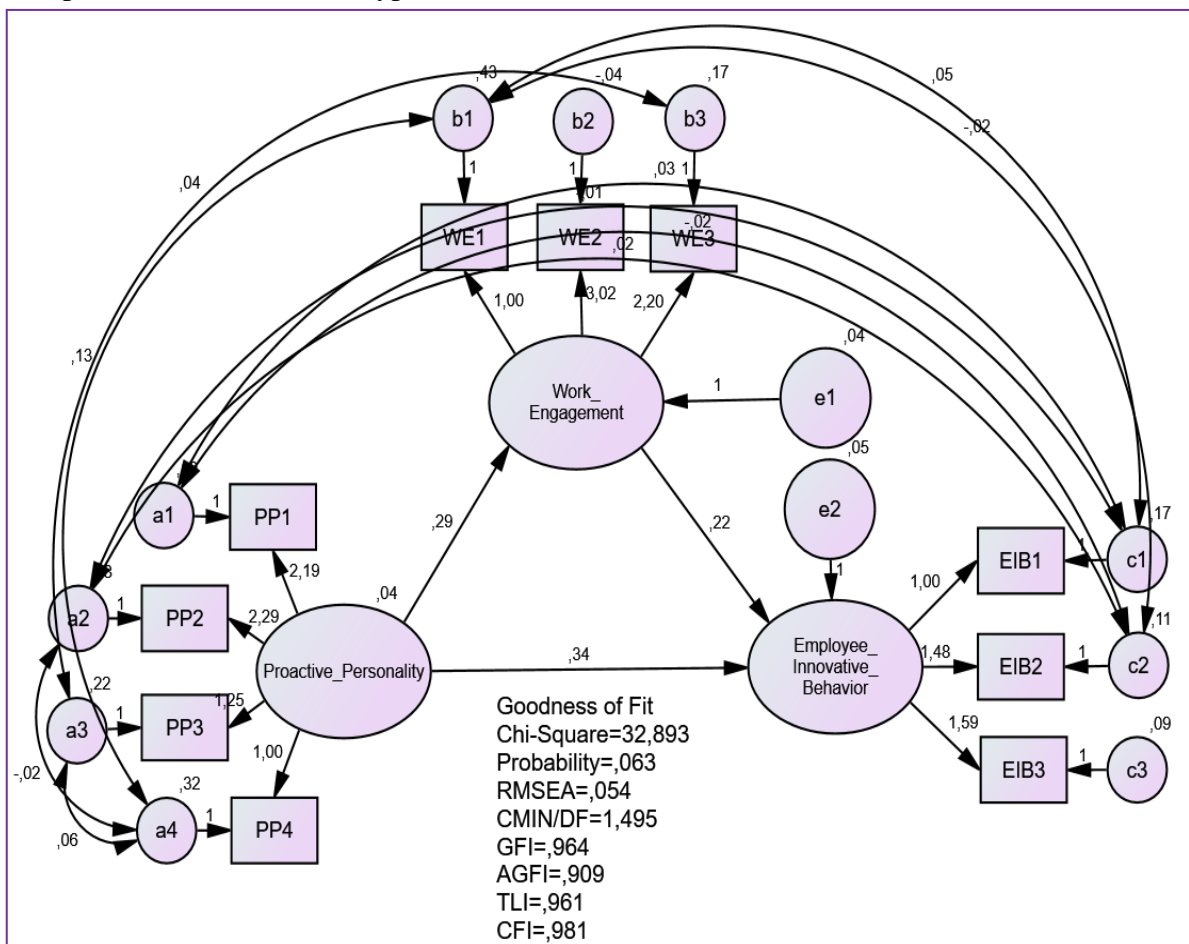


Figure 3. Goodness of Fit Test

Source: AMOS processed data, 2023

Table 8. Goodness of Fit Index

Goodness of Fit Index	Cut Off Value	Results	Criteria
Chi Square	Expected to be	32,893	Fit

	Small		
RMSEA	≤ 0.08	0.063	Fit
GFI	≥ 0.90	0.964	Fit
AGFI	≥ 0.90	0.909	Fit
TLI	≥ 0.95	0.961	Fit
CFI	≥ 0.95	0.981	Fit
CMIN/DF	≤ 2.00	1,495	Fit

Source: AMOS processed data, 2023

DISCUSSION

The influence of proactive personality on work engagement at BAPENDA North Sulawesi Province

Proactive personality has a positive and significant effect on work engagement at BAPENDA Northern Province. This means that employees excel at identifying opportunities in work and always look for better ways to do things to be involved in working at BAPENDA North Sulawesi Province. This finding is in line with the research results of Anugrahito and Muafi (2020), which stated that proactive personality has a positive and significant effect on work engagement. The results of this research are also in line with the findings of Faisal and Rachmawati (2022) who stated that proactive personality has a positive and significant effect on work engagement.

The influence of work engagement on employee innovative behavior at BAPENDA North Sulawesi Province

Work engagement has a positive and significant effect on employee innovative behavior at BAPENDA in Northern Province. This means that employees always provide innovative ideas at meetings for the betterment of the agency and are always ready to accept work given by superiors at BAPENDA North Sulawesi Province. This finding is in line with the research results of Odi et al., (2020), which stated that work engagement has a positive and significant effect on employee innovative behavior. The results of this research are also in line with the findings of Izzatuddin and Kusumastuti (2021) who stated that work engagement has a positive and significant effect on employee innovative behavior.

The influence of proactive personality on employee innovative behavior at BAPENDA North Sulawesi Province

Proactive personality has a positive and significant effect on employee innovative behavior at BAPENDA in Northern Province. This means that employees try to develop their work in new ways to complete work at the agency and systematically apply innovative ideas that employees have to their work at BAPENDA North Sulawesi Province. This finding is in line with the research results of Fitriana and Satrya (2022), which stated that proactive personality has a positive and significant effect on employee innovative behavior. The results of this research are also in line with the findings of Feng et al., (2022) which stated that proactive personality has a positive and significant effect on employee innovative behavior.

The influence of proactive personality on employee innovative behavior is mediated by work engagement at BAPENDA North Sulawesi Province

Proactive personality has a significant effect on employee innovative behavior, mediated by work engagement at BAPENDA in Northern Province. This means that employees can provide innovative ideas in solving problems so that they feel involved and can contribute to the work of BAPENDA North Sulawesi Province. This finding is in line with the research results of Fitriana and Satrya (2022), which stated that proactive personality has a significant influence on employee innovative behavior mediated by work engagement. The results of this research are also in line with the findings of Muhdiyanto et al., (2021) which stated that proactive personality has a significant effect on employee innovative behavior mediated by work engagement.

CLOSING

Conclusion

The results of this research show that key factors such as proactive personality and work engagement have a very positive role in employee innovative behavior at BAPENDA North Sulawesi Province as follows:

1. Proactive personality has a positive and significant effect on work engagement at BAPENDA North Sulawesi Province.
2. Work engagement has a positive and significant effect on employee innovative behavior at BAPENDA North Sulawesi Province.
3. Proactive personality has a positive and significant effect on employee innovative behavior at BAPENDA North Sulawesi Province.
4. Work engagement can mediate the influence of proactive personality on employee innovative behavior at BAPENDA North Sulawesi Province.

Suggestion

Based on the results of the discussion and existing problems, the following suggestions can be found:

1. Innovative work behavior of employees at BAPENDA North Sulawesi Province can be formed well because these employees have a proactive personality and good work engagement. Thus, for the leaders of BAPENDA North Sulawesi Province, to develop innovative behavior in employees, it is necessary to ensure that they are more proactive about conditions in the workplace and have more work engagement.
2. Employees at Bapenda of North Sulawesi Province need to improve innovative work behavior which is supported by proactive personality and good work engagement.
3. The limitation of this research is that it examines employees at BAPENDA North Sulawesi Province, so that to gain a deeper understanding it still needs to be carried out in a wider and more representative scope.
4. Future researchers are expected to add other variables such as transformational leadership, organizational culture and job satisfaction. So you can see the extent to which employees carry out work activities at BAPENDA North Sulawesi Province.

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