

**THE INFLUENCE *MEANING OF WORK, WORK ENVIRONMENT, AND PROACTIVE PERSONALITY* TOWARD  
*EMPLOYEE CREATIVITY***

**Intan Febriyana<sup>1)</sup>**

<sup>1)</sup>Faculty of Management, Economics and Business, University PGRI Madiun  
email: intanfebriyana88@gmail.com

**Abstrak**

Penelitian ini bertujuan untuk menganalisis pengaruh *meaning of work*, *work environment*, dan *proactive personality* terhadap *employee creativity* pada karyawan PDAM Tirta Taman Sari Kota Madiun. Kreativitas karyawan merupakan elemen penting dalam menciptakan inovasi dan meningkatkan daya saing organisasi. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap 80 responden. Data dianalisis menggunakan regresi linear berganda. Hasil penelitian menunjukkan bahwa ketiga variabel independen, yaitu *meaning of work*, *work environment*, dan *proactive personality*, secara parsial berpengaruh positif dan signifikan terhadap *employee creativity*. Temuan ini menunjukkan bahwa makna kerja yang dirasakan karyawan, lingkungan kerja yang mendukung, serta kepribadian proaktif secara bersama-sama dapat meningkatkan kreativitas karyawan. Implikasi praktis dari penelitian ini mendorong manajemen untuk membangun budaya kerja yang bermakna, menciptakan lingkungan kerja yang kondusif, serta memfasilitasi pengembangan kepribadian proaktif guna mendukung produktivitas dan inovasi karyawan.

Kata Kunci: Kebermaknaan Kerja, Lingkungan Kerja, Kepribadian Proaktif, Kreativitas Karyawan

**Abstract**

*This study aims to analyze the influence of meaning of work, work environment, and proactive personality on employee creativity at PDAM Tirta Taman Sari Kota Madiun. Employee creativity is a crucial element in fostering innovation and enhancing organizational competitiveness. This research employed a quantitative approach using a survey method involving 80 respondents. The data were analyzed using multiple linear regression. The results revealed that all three independent variables meaning of work, work environment, and proactive personality have a partially positive and significant effect on employee creativity. These findings indicate that employees who find meaning in their work, are supported by a conducive work environment, and possess a proactive personality tend to show higher levels of creativity. The practical implication of this study suggests that management should cultivate meaningful work culture, create a supportive work environment, and facilitate the development of proactive personality traits to boost employee productivity and innovation.*

*Keywords: Meaning of Work, Work Environment, Proactive Personality, Employee Creativity.*

## **A. INTRODUCTION**

Creativity is an essential capability for individuals in facing dynamic challenges and continuous changes. In the organizational context, employee creativity plays a pivotal role in generating innovative ideas, providing effective solutions, and enhancing overall performance (Sudarmanto et al., 2022; Baraba & Tjahjono, 2025). For public service organizations such as PDAM Tirta Taman Sari Kota Madiun, employee creativity is particularly crucial to ensure operational efficiency and service quality in delivering clean water to the community. However, preliminary observations reveal that many employees still tend to work passively, rely heavily on instructions, and demonstrate low initiative in proposing new ideas, indicating that creativity within the organization has yet to be optimized (Rompas et al., 2020; Syahmirza & Prawitowati, 2022).

Several factors are believed to influence employee creativity, including meaning of work, work environment, and proactive personality. Employees who perceive their work as meaningful tend to show greater involvement, motivation, and innovative thinking (Akgunduz et al., 2018; Cantone, 2016; Mutmainnah, 2022). Nevertheless, preliminary surveys at PDAM Tirta Taman Sari Kota Madiun indicate that the meaning of work among employees remains relatively low, as many perceive limited career development opportunities and lack alignment between personal values and their jobs (Dik et al., 2009; Liu, 2015). Furthermore, the work environment is a significant determinant of employee creativity. A conducive environment enhances job satisfaction and facilitates innovative performance (Judijanto et al., 2024; Enny, 2019; Hertina, 2023). Although PDAM has provided a supportive physical environment, issues such as noise levels and temperature control still require improvement (Mardiana, 2015; Afandi, 2021). Additionally, a proactive personality characterized by initiative-taking, problem-solving, and forward-looking behavior—

has been identified as a driver of creativity (Sukmajati & Suharnomo, 2020; Ulfah & Akmal, 2019; Jiang, 2016). While most employees exhibit a sense of responsibility, aspects such as initiative-taking remain relatively weak (Yang et al., 2020).

Previous studies have shown mixed results regarding the influence of these factors on employee creativity. Some scholars confirm their significant positive impact (Lieando & Yanuar, 2020; Nurahkman & Archianti, 2020; Sarul & Pribadi, 2023; Agustina & Maisara, 2022; Firdausi, 2023), while others report inconclusive findings (Marasabessy, 2019; Aryaningtyas et al., 2020; Zhang & Zhu, 2025). These inconsistencies highlight the existence of a research gap that requires further investigation. Addressing this gap, the present study investigates the effect of meaning of work, work environment, and proactive personality on employee creativity at PDAM Tirta Taman Sari Kota Madiun.

This study is expected to provide both theoretical and practical contributions. Theoretically, it enriches the literature on human resource management and organizational behavior, particularly regarding the determinants of employee creativity in public service organizations. Practically, the findings can serve as valuable input for PDAM management to formulate strategies aimed at fostering a more innovative and dynamic workforce, ensuring sustainable performance improvement and service quality enhancement.

## **B. METHOD**

The research methods section describes the systematic steps undertaken to solve the research problems, starting from problem identification to data analysis. The following subsections present the research location and period, research design, population and sample, variables and operational definitions, data collection techniques, research instruments, and data analysis techniques.

### **1. Research Location and Period**

The research was conducted at PDAM Tirta Taman Sari Kota Madiun, located at Jl. Sulawesi No. 18, Kartoharjo, Madiun City, East Java, Indonesia. The selection of this location was based on the organization's willingness to provide access and data relevant to the study, particularly concerning employee creativity. The research was carried out over a period of four months, encompassing preparation, data collection, processing, and final reporting stages.

## **2. Research Design**

This research employed a quantitative approach with a survey method. The design aimed to identify the relationship between independent variables meaning of work, work environment, and proactive personality and the dependent variable, employee creativity. The framework followed systematic steps including problem identification, formulation of hypotheses, data collection, data processing, and interpretation of results.

## **3. Population and Sample**

The population consisted of all employees at PDAM Tirta Taman Sari Kota Madiun, totaling 80 employees across various divisions. Considering the manageable size of the population, this research employed a saturated sampling (census) technique, where all members of the population were included as research respondents.

## **4. Research Variables and Operational Definitions**

The study involved one dependent variable and three independent variables: Independent Variables: meaning of work (X1), work environment (X2), proactive personality (X3). Dependent Variable: employee creativity (Y). Each variable was defined operationally and measured using indicators adapted from previous studies. Measurement was carried out using a four-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (4).

## 5. Data Collection Technique

Data were collected using a structured questionnaire distributed online via Google Forms. The questionnaire was constructed based on indicators of each research variable and designed to capture employees' perceptions regarding the meaning of work, work environment, proactive personality, and employee creativity.

## 6. Research Instruments

The primary instrument was a questionnaire consisting of multiple items for each variable. The Likert scale was applied without a neutral option to avoid bias in responses and to encourage more definitive answers from participants.

## 7. Data Analysis Technique

The data analysis process comprised several stages: Descriptive Statistics: used to summarize the characteristics of respondents and variables. Validity and Reliability Tests: item validity was assessed using corrected item-total correlation, while reliability was measured using Cronbach's Alpha. Classical Assumption Tests: including normality, multicollinearity, and heteroscedasticity tests. Multiple Linear Regression Analysis: employed to test the influence of independent variables on the dependent variable. t-test and Coefficient of Determination ( $R^2$ ): used to determine the significance and explanatory power of the model.

## C. RESULTS AND DISCUSSIONS

### 1. Descriptive Statistics

**Table 1. Descriptive Statistics**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
<i>Meaning of Work</i>	80	19	40	32,84	4.232
<i>Work Environment</i>	80	17	48	38.98	5.769
<i>Proactive Personality</i>	80	16	40	33.78	6.181
<i>Employee Creativity</i>	80	12	32	26.40	4.247

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Valid N (listwise) 80

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Source: Data Processed SPSS 27 (2025).

Based on table, which presents the descriptive statistics of 80 respondents, it can be seen that the Meaning of Work variable has a minimum value of 19 and a maximum value of 40, with a mean of 32.84 and a standard deviation of 4.232. This indicates that employees perceive the meaning of work at a relatively high level, with a fairly even distribution. The Work Environment variable shows a minimum value of 17 and a maximum value of 48, with a mean of 38.98 and a standard deviation of 5.769. This relatively high mean illustrates that employees generally perceive their work environment positively, although there are variations in perception among respondents.

The Proactive Personality variable has a minimum value of 16 and a maximum value of 40, with a mean of 33.78 and a standard deviation of 6.181. This finding suggests that employees' proactive personality is relatively high, although the variation is greater compared to the other variables. Meanwhile, the Employee Creativity variable records a minimum value of 12 and a maximum value of 32, with a mean of 26.40 and a standard deviation of 4.247. This mean score indicates that employees' creativity is within the moderate to high category, with a relatively stable distribution. Overall, these results suggest that employees hold a positive perception of the four research variables.

## 2. Validity Test

**Table 2. Validity Test**

Variabel	Item	Rhitung	R <sub>Tabel</sub>	Keterangan
<i>Meaning of Work</i>	1	0,789	0,220	Valid
	2	0,635	0,220	Valid
	3	0,779	0,220	Valid
	4	0,743	0,220	Valid
	5	0,621	0,220	Valid
	6	0,751	0,220	Valid
	7	0,779	0,220	Valid
	8	0,768	0,220	Valid
	9	0,805	0,220	Valid

Variabel	Item	R <sub>hitung</sub>	R <sub>Tabel</sub>	Keterangan
Work Environment	10	0,839	0,220	Valid
	1	0,645	0,220	Valid
	2	0,612	0,220	Valid
	3	0,673	0,220	Valid
	4	0,690	0,220	Valid
	5	0,610	0,220	Valid
	6	0,642	0,220	Valid
	7	0,719	0,220	Valid
	8	0,597	0,220	Valid
	9	0,602	0,220	Valid
	10	0,648	0,220	Valid
	11	0,660	0,220	Valid
Proactive Personality	12	0,691	0,220	Valid
	1	0,797	0,220	Valid
	2	0,812	0,220	Valid
	3	0,910	0,220	Valid
	4	0,818	0,220	Valid
	5	0,850	0,220	Valid
	6	0,754	0,220	Valid
	7	0,758	0,220	Valid
	8	0,742	0,220	Valid
	9	0,805	0,220	Valid
Employee Creativity	10	0,839	0,220	Valid
	1	0,797	0,220	Valid
	2	0,688	0,220	Valid
	3	0,777	0,220	Valid
	4	0,771	0,220	Valid
	5	0,641	0,220	Valid
	6	0,794	0,220	Valid
	7	0,792	0,220	Valid
8	0,782	0,220	Valid	

Source: Data Processed SPSS 27 (2025).

Based on table, which presents the results of the validity test, all items from the four variables Meaning of Work, Work Environment, Proactive Personality, and Employee Creativity have r-calculated values greater than the r-table value (0.220). This indicates that all questionnaire items are valid and suitable to be used as measurement instruments in this study. Thus, the instrument employed has statistically met the validity requirements.

### 3. Reability Test

**Table 3. Relability Test**

Variabel	N	Cronbach's Alpha	Keterangan
<i>Meaning of Work</i>	10	0,842	Reliabel

<i>Work Environment</i>	12	0,892
<i>Proactive Personality</i>	10	0,948
<i>Employee Creativity</i>	8	0,909

Source: Data Processed SPSS 27 (2025).

Based on the reliability test results, all research variables show Cronbach's Alpha values above 0.70, indicating reliability. Meaning of Work (0.842) shows good consistency, Work Environment (0.892) very good reliability, Proactive Personality (0.948) very strong reliability, and Employee Creativity (0.909) high reliability. Thus, all instruments used are consistent and appropriate for measuring the variables.

#### 4. Normality Test

**Table 4. Normality Test**

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		80
Normal Parameters <sup>a,b</sup>	Mean	.5908909
	Std. Deviation	5.38108645
Most Extreme Differences	Absolute	.080
	Positive	.067
	Negative	-.080
Test Statistic		.080
Asymp. Sig. (2-tailed) <sup>c</sup>		.200
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data Processed SPSS 27 (2025).

Based on the results of the One-Sample Kolmogorov-Smirnov Test shown in the table above, the Asymp. Sig. (2-tailed) value is 0.200. Since the significance value is greater than 0.05, it can be concluded that the residual data are normally distributed. Thus, the normality assumption is fulfilled, and the data are suitable for use in linear regression analysis.

#### 5. Multicollinearity Test

**Table 5. Multicollinearity Test**

Coefficients <sup>a</sup>		Collinearity Statistics	
		Tolerance	VIF
Model			
1	<i>Meaning of Work</i>	.471	2.121
	<i>Work Environment</i>	.246	4.065
	<i>Proactive Personality</i>	.410	2.438

a. Dependent Variable: *Employee Creativity*

Source: Data Processed SPSS 27 (2025).

Based on the multicollinearity test results, the tolerance values for Meaning of Work, Work Environment, and Proactive Personality are 0.471, 0.246, and 0.410, respectively. Since all tolerance values are greater than 0.10, it can be concluded that there is no multicollinearity problem in the regression model. In addition, the Variance Inflation Factor (VIF) values are 2.121 for Meaning of Work, 4.065 for Work Environment, and 2.438 for Proactive Personality, all of which are below the threshold of 10. This further confirms that no multicollinearity occurs among the independent variables, making the regression model suitable for further analysis.

### 6. Heteroscedasticity Test

**Table 6. Heteroscedasticity Test**

Dependent Variable: <i>Employee Creativity</i> <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
Model							
1	(Constant)	6.874	2.911			2.361	.021
	<i>Meaning of Work</i>	.004	.121	.005		.029	.977
	<i>Work Environment</i>	.032	.122	.060		.264	.793
	<i>Proactive Personality</i>	-.114	.088	-.226		-1.286	.202

a. Dependent Variable: *Employee Creativity*

Source: Data Processed SPSS 27 (2025).

Based on the heteroscedasticity test results in Table 4.14, the significance (Sig.) values for Meaning of Work, Work Environment, and Proactive Personality are 0.977, 0.793, and 0.202, respectively. Since all significance values are greater than 0.05, it can be concluded that the regression model does not exhibit

heteroscedasticity. Thus, the model meets the classical assumption of heteroscedasticity and is suitable for further analysis.

### 7. Multiple Linear Regression Analysis

**Table 7. Multiple Linear Regression Analysis**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	23.542	.586		40.150	.000
<i>Meaning of Work</i>	.103	.022	.074	4.649	.000
<i>Work Environment</i>	.220	.022	.212	9.835	.000
<i>Proactive Personality</i>	1.075	.016	1.141	66.139	.000

a. Dependent Variable: *Employee Creativity*

Source: Data Processed SPSS 27 (2025).

The regression results presented in the coefficients table indicate that all independent variables, namely Meaning of Work, Work Environment, and Proactive Personality, have a significant effect on Employee Creativity, as evidenced by their significance values (Sig. = 0.000), which are below the 0.05 threshold. First, the Meaning of Work variable has a positive coefficient of 0.103 with a t-value of 4.649. This suggests that an increase in employees' perception of meaningful work contributes positively, albeit modestly, to enhancing their creativity.

Second, the Work Environment variable shows a stronger positive effect, with a coefficient of 0.220 and a t-value of 9.835. This implies that a supportive and conducive work environment significantly fosters higher levels of creativity among employees. Finally, the Proactive Personality variable demonstrates the most dominant influence, with a coefficient of 1.075 and a very high t-value of 66.139. This indicates that employees with proactive personalities are substantially more likely to exhibit creative behavior compared to those with lower levels of proactivity. Overall, these findings highlight that while all three factors are

important, proactive personality plays the most critical role in driving employee creativity, followed by work environment and meaning of work.

### 8. Partial Test

**Table 8. Partial Test**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	23.542	.586		40.150	.000
<i>Meaning of Work</i>	.103	.022	.074	4.649	.000
<i>Work Environment</i>	.220	.022	.212	9.835	.000
<i>Proactive Personality</i>	1.075	.016	1.141	66.139	.000

a. Dependent Variable: *Employee Creativity*

Source: Data Processed SPSS 27 (2025).

The partial test results indicate that Meaning of Work, Work Environment, and Proactive Personality each have a positive and significant effect on employee creativity ( $p < 0.05$ ). While Meaning of Work contributes modestly, suggesting that a sense of purpose can enhance creative engagement, the Work Environment exerts a stronger influence, underscoring the importance of supportive organizational conditions for innovation. Most notably, Proactive Personality emerges as the dominant predictor, confirming that employees with proactive traits are substantially more likely to generate creative outcomes. These findings highlight that both psychological and environmental factors matter, but individual dispositions particularly proactivity play the most critical role in driving employee creativity.

### 9. Coefficient of Determination (R<sup>2</sup>)

**Table 9. Coefficient of Determination (R<sup>2</sup>)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.995 <sup>a</sup>	.991	.850	.55108210

a. Predictors: (Constant), *Proactive Personality*, *Meaning of Work*, *Work Environment*

Source: Data Processed SPSS 27 (2025).

The Adjusted R Square value of 0.850 means that after adjusting for the number of predictor variables and the sample size, 85% of the Employee Creativity variable can still be explained by the model. Adjusted R Square is used to avoid bias due to the addition of predictor variables in the model. This indicates that this regression model has very strong predictive power, and most of the variation in employee creativity can be explained by these three factors. The remaining 15% is explained by other factors outside this model.

#### **D. CONCLUSIONS**

Based on the analysis, this study concludes that Meaning of Work and Work Environment both have a positive and significant effect on Employee Creativity, indicating that meaningful tasks and supportive workplace conditions foster innovative thinking. Among the variables, Proactive Personality emerges as the most dominant factor, as proactive employees tend to show greater initiative, seek opportunities for improvement, and contribute creative solutions that enhance organizational performance.

#### **E. SUGGESTIONS**

Managerial Implications: PDAM Tirta Taman Sari Kota Madiun should strengthen factors that foster employee creativity by enhancing meaningful work through clear vision communication and recognition, building a supportive physical and social work environment, and providing self-development training along with reward systems to encourage proactive behavior. Suggestions for Future Research: Future studies could include variables such as leadership style, work motivation, or organizational culture, and broaden the scope across industries and regions. A mixed-method approach is also recommended to gain deeper insights.

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