

THE INFLUENCE OF PROACTIVE PERSONALITY AND SELF-EFFICACY ON INNOVATIVE WORK BEHAVIOR: THE MEDIATING ROLE OF KNOWLEDGE SHARING AT PT PLN (PERSERO) UP3 MADIUN

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Abstract

Digital transformation and the demands of Society 5.0 have increased the need for an innovative workforce. However, this condition is confronted with the phenomenon of educational-job mismatch, which has become a structural issue in Indonesia's labor market, including the state-owned enterprise (SOE) sector. This study aims to obtain empirical evidence regarding the effects of proactive personality and self-efficacy on innovative work behavior, both directly and indirectly through knowledge sharing as a mediating variable, among employees of PT PLN (Persero) UP3 Madiun. This study employed a quantitative approach with a non-probability sampling technique using saturated sampling (total sampling), encompassing all 106 employees of PT PLN (Persero) UP3 Madiun. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS version 4.0 software. The analysis included the evaluation of the measurement model (outer model) and the structural model (inner model) to examine the relationships among constructs and test the research hypotheses.

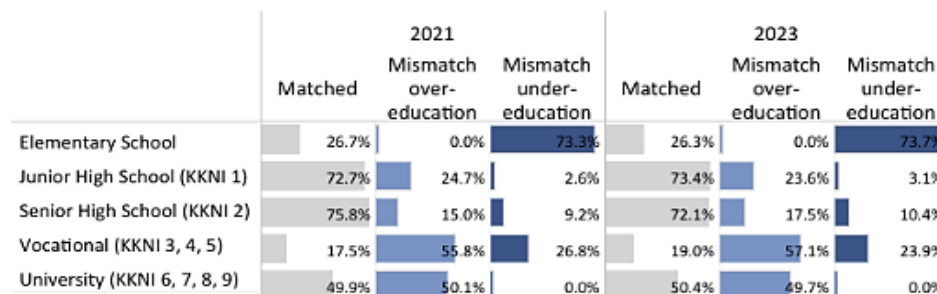
Keywords: *proactive personality, self-efficacy, innovative work behavior, knowledge sharing.*

A. INTRODUCTION

Human resources constitute a fundamental strategic asset for organizations because organizational effectiveness is strongly influenced by the ability of employees to perform, adapt, and respond to changing demands (Ramadhan & Rachmadsyah, 2024). The rapid development of digital technology and the emergence of the Society 5.0 era have further intensified the need for

employees who are capable of learning continuously, responding proactively to workplace challenges, and contributing innovative ideas. In this changing environment, organizations are increasingly required not only to possess technically competent employees but also individuals who can transform their knowledge and capabilities into meaningful improvements in work processes and organizational outcomes. In this context, innovative work behavior has become an important employee behavior because organizational innovation depends not only on technological resources but also on employees' willingness to generate, promote, and implement new ideas (Janssen, 2000).

One important labor-market issue accompanying these changes is educational-job mismatch, which refers to a condition in which an employee's educational background does not correspond adequately with the requirements of the position being performed. This phenomenon represents a broader problem in the utilization of human capital because formal education and acquired competencies may not be fully employed within an individual's current occupation. Educational-job mismatch may occur in the form of overqualification or underqualification, and its consequences can extend beyond individual employment outcomes to organizational productivity and innovation. The problem is particularly relevant in Indonesia, where the expansion of higher education has not always been followed by an equivalent expansion of employment opportunities that correspond to graduates' fields of study (Khoiruddin et al., 2024).



Picture 1. Proportion Educational-Job Mismatch by Education of Workers in Indonesia 2019-2023
Source: National Labour Force Survey (2024)

The issue becomes particularly significant in state-owned enterprises (SOEs), which must simultaneously maintain organizational efficiency and fulfill broader public-service responsibilities. At the same time, digital transformation within SOEs requires employees at different organizational levels to demonstrate considerable adaptability and innovative capacity. PT PLN (Persero), as a major Indonesian SOE operating in the electricity sector, is undergoing substantial technological and human-resource transformation. Within this setting, employees are expected to contribute not merely through routine task completion but also through the development and implementation of new approaches that can improve organizational effectiveness (Wicaksono et al., 2023).

Table 1. Number of Employees at PT PLN UP3 Madiun

No	Category	Description	Total
1.	Last Education	Secondary Education	25 Employees
		Vocational Graduates	30 Employees
		University Graduates	51 Employees
		Total	106 Employees
2.	Qualification	Educational - Job Matched Employees	60 Employees
		Educational - Job Mismatched Employees	46 Employees
		Total	106 Employees

Source: Doc. PT PLN (Persero) UP3 Madiun 2026

This condition is also observable at PT PLN (Persero) UP3 Madiun. Of the total workforce, 60 employees are categorized as educational-job matched, whereas 46 employees, equivalent to 43.3%, are classified as educational-job mismatched. This composition suggests that a considerable proportion of employees perform work that is not fully aligned with their formal educational background. Such a condition may create difficulties in adapting competencies to job requirements. Nevertheless, the mismatch should not necessarily be interpreted exclusively as a disadvantage. Employees whose qualifications exceed or differ from their current job requirements may possess additional knowledge, perspectives, or capabilities that can potentially be redirected toward workplace improvement and innovation.

Despite these findings, an important research gap remains. Existing research on educational-job mismatch has predominantly examined outcomes such as job satisfaction, turnover intention, and productivity, whereas its relationship with innovative work behavior has received comparatively limited attention. Furthermore, research concerning innovative work behavior in public organizations and Indonesian SOEs remains less extensive than research conducted in manufacturing and high-technology industries. More specifically, the simultaneous role of proactive personality and self-efficacy in predicting innovative work behavior, with knowledge sharing functioning as a mediating mechanism among employees experiencing educational-job mismatch in an Indonesian SOE, remains insufficiently examined.

Literature Review

Social Cognitive Theory

Social Cognitive Theory, developed by Albert Bandura, explains human behavior through the reciprocal interaction between personal characteristics, behavior, and environmental conditions (Bandura, 1986). This perspective places individuals as active agents who are capable of influencing their surroundings while simultaneously being influenced by those surroundings. Within organizational settings, employee characteristics such as proactive personality and self-efficacy may interact with workplace conditions to shape specific behavioral outcomes.

Innovative Work Behavior

Janssen (2000), conceptualizes innovative work behavior as an intentional set of employee actions involving the generation of new ideas, the promotion of those ideas, and their subsequent realization in the workplace. Thus, innovation does not end with the creation of an idea; it also requires employees to communicate, obtain support for, and implement their ideas. For organizations operating in rapidly changing technological environments, employees' willingness to engage in these activities is essential for maintaining organizational adaptability and competitiveness.

Proactive Personality

Bateman and Crant (1993), describe proactive individuals as people who actively identify opportunities, initiate actions, and attempt to influence their surrounding environment rather than simply adapting to existing circumstances. Such employees tend to seek improvements, respond actively to problems, and persist in pursuing desired changes. These characteristics provide a strong behavioral foundation for innovation because innovative activities require employees to move beyond established routines and take initiative.

Self-Efficacy

Self-efficacy, which refers to an individual's belief in their capability to organize and execute actions required to achieve particular outcomes. Within Social Cognitive Theory, self-efficacy influences how individuals select activities, determine the amount of effort they invest, and persist when encountering difficulties. Employees who believe that they are capable of handling challenging tasks are more likely to experiment with alternative approaches, communicate their ideas, and remain persistent when an innovative initiative encounters obstacles (Bandura & Adams, 1997).

Knowledge Sharing

Knowledge sharing provides this mechanism through the exchange of explicit and tacit knowledge between employees. Van den Hooff and Ridder (2004) distinguish knowledge sharing into two complementary activities: knowledge donating, through which employees provide knowledge to others, and knowledge collecting, through which employees actively seek knowledge from colleagues. Consequently, knowledge sharing is a reciprocal process that enables employees to exchange experience, information, skills, and ideas.

Research Hypotheses

Based on the theoretical review, the research hypotheses can be stated as follows:

H1: Proactive personality has a positive and significant effect on innovative work behavior.

H2: Self-efficacy has a positive and significant effect on innovative work behavior.

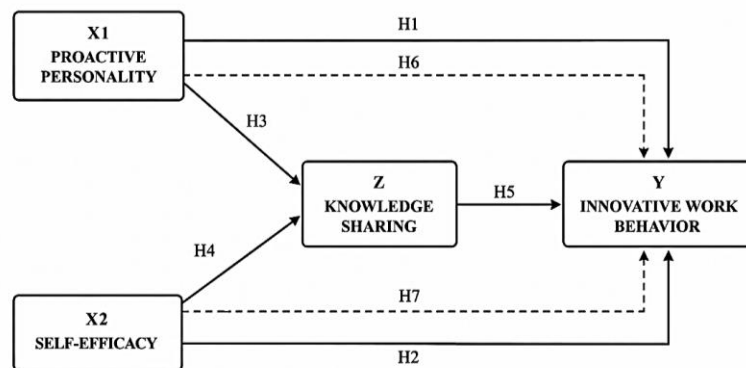
H3: Proactive personality has a positive and significant effect on knowledge sharing.

H4: Self-efficacy has a positive and significant effect on knowledge sharing.

H5: Knowledge sharing has a positive and significant effect on innovative work behavior.

H6: Knowledge sharing mediates the relationship between proactive personality and innovative work behavior.

H7: Knowledge sharing mediates the relationship between self-efficacy and innovative work behavior.



Picture 2. Conceptual Framework

Source: Research Replication (Harun et al., 2022; Jangsiriwattana & Duangkumnerd, 2023; Nguyen & Pham, 2025; Sun et al., 2024; Ullah et al., 2024)

B. METHOD

This study uses a quantitative method with primary data collected through Google Forms and secondary data collected from PT PLN (Persero) UP3 Madiun. The sample was selected using total sampling, with a total of 106 respondents of PT PLN (Persero) UP3 Madiun employees. The research instrument is a questionnaire using a Likert scale. For data analysis, this study employed the *Partial Least Squares* (PLS) method using the SmartPLS version 4 application. Data analysis using the SEM-PLS approach was conducted through two main stages: the evaluation of the measurement model (outer model) and the evaluation of the structural model (inner model) (Hair, et al., 2022).

C. RESULTS AND DISCUSSIONS

The research data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0. The analysis involved the evaluation of the measurement model and structural model. The measurement model was assessed through convergent validity, discriminant validity, and construct reliability (Hair, Jr. et al., 2022).

Table 2. Average Variance Extracted (AVE)

	AVE	Kesimpulan
Proactive Personality (X1)	0,538	Valid
Self Efficacy (X2)	0,521	Valid
Innovative Work Behavior (Y)	0,602	Valid
Knowledge Sharing (Z)	0,529	Valid

Source: Processed Research Data (2026)

The Average Variance Extracted (AVE) values were 0.538 for proactive personality, 0.521 for self-efficacy, 0.602 for innovative work behavior, and 0.529 for knowledge sharing. Since all values exceeded the minimum threshold of 0.50, all constructs demonstrated adequate convergent validity.

Table 3. Structural Model Evaluation

	R ²	f ²
Innovative Work Behavior (Y)	0,593	
Knowledge Sharing (Z)	0,527	
PP -> IWB		0,064
PP -> KS		0,259
SE -> IWB		0,074
SE -> KS		0,237
KS -> IWB		0,216

Source: Processed Research Data (2026)

The structural model was evaluated using the coefficient of determination (R²), effect size (f²), and hypothesis testing through bootstrapping. The R² value for innovative work behavior was 0.593, indicating that proactive personality, self-efficacy, and knowledge sharing jointly explained 59.3% of the variance in innovative work behavior. Meanwhile, the R² value for knowledge

sharing was 0.527, meaning that proactive personality and self-efficacy explained 52.7% of its variance.

The effect-size (f^2) analysis showed that proactive personality and self-efficacy had relatively small effects on innovative work behavior, with f^2 values of 0.064 and 0.074, respectively. In contrast, the effects of proactive personality and self-efficacy on knowledge sharing were moderate, with values of 0.259 and 0.237. Knowledge sharing also demonstrated a moderate effect on innovative work behavior, with an f^2 value of 0.216.

Table 4. Construct Reliability

	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>	Ket
Proactive Personality (X1)	0,933	0,921	Reliabel
Self Efficacy (X2)	0,907	0,885	Reliabel
Innovative Work Behavior (Y)	0,931	0,917	Reliabel
Konwledge Sharing (Z)	0,940	0,931	Reliabel

Source: Processed Research Data (2026)

Discriminant validity was also achieved because each indicator showed a higher loading on its respective construct than on the other constructs. This indicates that proactive personality, self-efficacy, knowledge sharing, and innovative work behavior represent empirically distinguishable concepts within the research model. Furthermore, construct reliability was confirmed by Cronbach's alpha and composite reliability. The Cronbach's alpha values ranged from 0.885 to 0.931, while composite reliability values ranged from 0.907 to 0.940. All values exceeded 0.70, demonstrating satisfactory internal consistency and reliability of the measurement instruments.

Table 5. Hypothesis Testing

	Original Sample (β)	T-statistics	P-values	Ket
PP -> IWB	0,218	2,873	0,004	Sig.
SE -> IWB	0,233	2,718	0,007	Sig.
PP -> KS	0,421	4,228	0,000	Sig.
SE-> KS	0,402	4,696	0,000	Sig.
KS -> IWB	0,431	4,690	0,000	Sig.
PP -> KS -> IWB	0,181	3,001	0,003	Sig.
SE -> KS -> IWB	0,173	3,260	0,001	Sig.

Source: Processed Research Data (2026)

Hypothesis testing was conducted using the bootstrapping procedure. A relationship was considered significant when the T-statistic exceeded 1.96 and the p-value was below 0.05. The results showed that all direct relationships were positive and statistically significant.

D. CONCLUSIONS

This study concludes that proactive personality and self-efficacy are important individual factors in encouraging innovative work behavior among employees of PT PLN (Persero) UP3 Madiun. Employees with proactive characteristics tend to take initiative, identify opportunities for improvement, and actively seek solutions to workplace challenges. Likewise, employees with stronger self-efficacy are more confident in utilizing their abilities, facing difficulties, trying new approaches, and persisting in the innovation process. These findings indicate that employees' personal characteristics can provide an important foundation for the development of innovative behavior in the workplace.

The findings also demonstrate that proactive personality and self-efficacy encourage knowledge-sharing behavior. Proactive employees are more willing to exchange information, experiences, and work-related knowledge with colleagues, while employees with strong self-efficacy tend to feel more confident in contributing their knowledge to others. Knowledge sharing subsequently supports innovative work behavior by enabling employees to obtain new perspectives, learn from colleagues, and develop alternative solutions to workplace problems. Furthermore, knowledge sharing partially mediates the relationships between proactive personality and innovative work behavior as well as between self-efficacy and innovative work behavior. This suggests that innovation can be strengthened not only through individual initiative and confidence but also through an organizational environment that facilitates continuous knowledge exchange.

E. SUGGESTIONS

This study is limited by its cross-sectional design, single organizational setting, restricted variables, and exclusive use of a quantitative approach. Future research is therefore recommended to involve broader organizational settings, examine additional factors such as leadership, organizational culture, and work engagement, and employ longitudinal or mixed-method approaches. Such extensions may provide a more comprehensive understanding of the factors that shape innovative work behavior and the role of knowledge sharing in different organizational contexts.

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