

## **The Effect of Inclusive Leadership and Intrinsic Motivation on Innovation Work Behavior: The Mediating Role of Creative Self-Efficacy**

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### **ABSTRACT**

In today's dynamic and competitive business environment, innovation is a key driver of organizational success. Companies must leverage their human capital to foster creativity and adaptability, particularly in response to rapid technological advancements. However, many organizations face challenges in cultivating innovation work behavior (IWB) among employees, often due to a lack of supportive leadership or intrinsic motivation. This research aims to examine the influence of inclusive leadership and intrinsic motivation on innovation work behavior, mediated by creative self-efficacy, at PT Global Humanity Innovation (GHI). Using a quantitative research method, data were collected through a census survey involving all 61 employees across various divisions. The analysis was conducted using Structural Equation Modeling (SEM) with SmartPLS. The results indicate that both inclusive leadership and intrinsic motivation have a significant positive effect on innovation work behavior. Furthermore, creative self-efficacy significantly mediates the relationship between inclusive leadership and innovation work behavior, as well as between intrinsic motivation and innovation behavior. The study highlights the importance of psychological and leadership-related factors in enhancing employee innovation at GHI. These findings provide practical implications for improving organizational strategies and nurturing a work environment that supports creativity and innovation through leadership inclusiveness and the internal motivation of employees.

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**Keywords:** *Inclusive Leadership; Intrinsic Motivation; Innovative Work Behavior*

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### **INTRODUCTION**

In today's globalized and highly competitive business landscape, innovation is essential for organizational survival and success. Organizations must rely on the strength of their human resources—employees who are not only skilled and committed but also capable of generating innovative ideas. Human capital plays a pivotal role in achieving organizational goals, especially as organizations are expected to adapt quickly to rapid technological and environmental changes. Therefore, fostering innovative work behavior (IWB) among employees becomes a strategic imperative (Yuni et al., 2022).

Innovative work behavior refers to the process by which individuals recognize problems, generate novel ideas, promote those ideas, and implement them as practical solutions within their organizational context (Janssen, 2000; Scott & Bruce, 1994). This behavior enhances organizational agility, supports problem-solving, and contributes to competitive advantage and long-term sustainability (Hadi, 2020). However, promoting such behavior depends on both contextual and individual psychological factors. Among them, inclusive leadership has been widely recognized for creating a conducive environment where innovation thrives.

Inclusive leadership, defined by characteristics such as openness, accessibility, and supportiveness, enables employees to feel valued and heard in decision-making processes (Carmeli et al., 2010; Sedlařík et al., 2024). Leaders who demonstrate inclusivity enhance

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employee trust, which in turn fosters their willingness to engage in innovative thinking and action (Averina & Widagda, 2021). Studies show that inclusive leadership not only has a direct positive effect on IWB but also enhances employees' creative self-efficacy, a belief in one's ability to be creative (Javed et al., 2021; Nicolas, 2024).

Alongside leadership, intrinsic motivation is another vital factor influencing innovative work behavior. Defined as the internal drive to engage in tasks for personal satisfaction and growth (Ryan et al., 2021; Uno, 2022), intrinsic motivation encourages employees to explore creative ideas without being externally pressured. When employees are intrinsically motivated, they tend to be more persistent, enthusiastic, and willing to take risks in generating and implementing novel solutions (Venketsamy, 2024). Thus, intrinsic motivation is positively associated with both creativity and innovation at work (Amabile, 1996; Anggraini & Mansyur, 2024).

Despite the importance of innovation, generating and implementing new ideas is not always easy. Many employees hesitate due to low confidence in their creative capacities. This is where creative self-efficacy becomes essential. It refers to an individual's belief in their capability to perform creatively and solve problems innovatively (Tierney & Farmer, 2002; Khan et al., 2023). High creative self-efficacy strengthens employees' commitment to innovation and mediates the relationship between inclusive leadership and IWB, as well as between intrinsic motivation and IWB (Saatai et al., 2022; Javed et al., 2021; Karadeniz et al., 2021).

Previous research has explored various factors influencing IWB, but critical gaps remain. For instance, Javed et al. (2021) examined the role of inclusive leadership in enhancing IWB but overlooked the mediating mechanism of creative self-efficacy (CSE), focusing instead on psychological safety. Similarly, Karadeniz et al. (2021) investigated the relationship between intrinsic motivation and IWB but found inconsistent results, suggesting the need to explore mediating variables like CSE to clarify this relationship. These studies highlight a lack of integration between leadership, motivation, and self-efficacy in explaining IWB.

This study focuses on PT Global Humanity Innovation (GHI), an organization that supports women's empowerment and mental health through innovative services and technologies. The research found that while GHI emphasizes adaptability and innovation, its employee performance remains below target in several divisions (TCR only 65.1%). Initial surveys revealed low initiative in developing new methods, minimal involvement in creative discussions, and limited confidence in implementing ideas. These findings highlight untapped potential in fostering IWB. Therefore, this empirical study was conducted to examine the influence of inclusive leadership and intrinsic motivation on innovative work behavior, with creative self-efficacy as a mediating variable.

This research aims to analyze the influence of inclusive leadership and intrinsic motivation on innovative work behavior with creative self-efficacy as a mediator. The results of the research are expected to provide theoretical benefits by enriching the literature on the factors driving innovation, as well as practical benefits for organizations in designing HR development strategies that support creativity and innovation.

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## METHOD

This study employed a quantitative research design to empirically examine the effects of inclusive leadership and intrinsic motivation on innovative work behavior, with creative self-efficacy as a mediating variable. The research involved all 61 employees of PT Global Humanity Innovation (GHI), a technology and education startup focused on mental health and social empowerment in Tangerang, Banten. A census sampling technique was used, including the entire population. Primary data were collected through questionnaires with Likert-scale items measuring four core variables: inclusive leadership (IL), intrinsic motivation (IM), creative self-efficacy (CSE), and innovative work behavior (IWB), using validated instruments from Janssen (2000), Scott and Bruce (1994), Javed et al. (2021), Amabile et al. (1996), and Tierney and Farmer (2002). Descriptive statistics were used to analyze respondent profiles and measure achievement levels, while Structural Equation Modeling (SEM) through SmartPLS was conducted to assess the measurement model (validity and reliability) and structural model (T-statistics, P-values, R<sup>2</sup>, Q<sup>2</sup>). The study also applied Zhao et al.'s (2010) mediation framework to determine the type and strength of mediation based on direct and indirect effects. This methodology provided a comprehensive and statistically robust analysis of the relationships among leadership, motivation, self-efficacy, and innovation in the workplace.

## RESULTS AND DISCUSSION

The study's findings started with the presentation of respondent profiles, which are shown in Table 1.

**Table 1. The Profile of Participating Respondents**

Demographics	Category	Number (Customer)	Percentage (%)
Gender	Male	12	19,7
	Female	49	80,3
	<b>Total</b>	<b>61</b>	<b>100</b>
Age	17-19 Years olds	3	4,9
	20-23Years old	33	54,1
	24-26Years olds	22	36,1
	>26 Years olds	3	4,9
	<b>Total</b>	<b>61</b>	<b>100</b>
Formal education	High School	20	32,8
	Bachelor Degree	40	65,6
	Others	1	1,6
	<b>Total</b>	<b>1</b>	<b>100</b>
Occupation	PIC	13	21,3
	STAF	31	50,8
	HRD	3	4,9
	CO-PIC	11	18
	Others	3	4,9
	<b>Total</b>	<b>61</b>	<b>99,9</b>
length of service	<6 Months	35	57,4
	6 Months	18	29,5
	>6 months	8	13,1
	<b>Total</b>	<b>61</b>	<b>100</b>

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Source: Primary data processed by researchers (2024)

Based on Table 1, the majority of respondents at PT Global Humanity Innovation are between 20–23 years old (54.1%), followed by those aged 24–26 years (36.1%). Respondents aged 17–19 years and above 26 years each represent 4.9%. In terms of gender, the majority are female (80.3%), while male respondents account for 19.7%. Regarding educational background, 65.6% hold a bachelor's degree (S1), while 32.8% are high school graduates (SLTA), and 1.6% have other educational qualifications. The majority of employees have a tenure of less than 6 months (57.4%), with 29.5% having worked for exactly 6 months and 13.1% for more than 6 months. As for job positions, 50.8% serve as staff, followed by 21.3% as PIC (Person in Charge), 18% as Co-PIC, and 4.9% in HRD roles. These demographics reflect a predominantly young, female, highly educated workforce with short employment duration and mostly operational roles.

## A) Descriptive Analysis

The descriptive analysis of the study's variables indicates that inclusive leadership scored an average TCR of 80% (categorized as "moderate"), with particularly strong results in openness-related items (82%), suggesting that leaders at PT Global Humanity Innovation are receptive to new ideas and discussions. However, aspects related to availability and accessibility scored slightly lower (77–78%), revealing room for improvement in responsiveness and presence. Intrinsic motivation recorded a higher average TCR of 81% (categorized as "high"), with the strongest item being enjoyment in solving complex problems (86%). Some aspects like creating new procedures had lower TCR scores, possibly due to fixed SOPs limiting flexibility. For innovative work behavior, the average TCR was 76% ("moderate"), with high proactivity in improving work efficiency (87%) but lower engagement in idea discussions and implementation (as low as 70%), possibly due to psychological climate and confidence issues. Creative self-efficacy also averaged a 75% TCR ("moderate"), with employees showing high confidence in solving problems creatively (81%) but expressing challenges in developing others' ideas (70%), which may stem from internal confidence gaps or perceived status barriers. These findings highlight both strengths and development opportunities across all measured dimensions of the innovation-supporting work environment.

## B) Measurement Model Assessment

Measurement Model Assessment (MMA) helps determine the relationship between statement items and constructs/variables with convergent and discriminant validities (Hair et al., 2014).

**Table 2. The Results of Convergent Validity**

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Creative Self-Efficacy	0,890	0,916	0,646
Inclusive Leadership	0,917	0,932	0,633
Intrinsic Motivation	0,855	0,896	0,633
Innovation Work Behavior	0,841	0,883	0,557

Source: Primary data processed by researchers (2024)

The Measurement Model Assessment (MMA), also referred to as the outer model, evaluates the relationship between latent variables and their observed indicators. Convergent

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validity was established through outer loading values greater than 0.70 for most indicators across all four constructs inclusive leadership, intrinsic motivation, creative self-efficacy, and innovative work behavior with invalid items (EDK4, PKI2, PKI5) removed and retested in a second round. The refined model confirmed all retained indicators met the loading threshold. Composite reliability, Cronbach's alpha, and average variance extracted (AVE) values for all constructs exceeded the recommended cutoffs (AVE > 0.50), indicating adequate convergent validity. Specifically, AVE scores were 0.646 for creative self-efficacy, 0.633 for both inclusive leadership and intrinsic motivation, and 0.557 for innovative work behavior. Discriminant validity was supported using the Fornell-Larcker criterion, where each construct's AVE square root was greater than its correlations with other constructs. This was further confirmed through cross-loading analysis, where each item loaded highest on its corresponding latent variable, all exceeding 0.70. These results collectively indicate that the measurement model meets the requirements for both convergent and discriminant validity, ensuring that the constructs are statistically distinct and accurately represented by their respective indicators.

**Table 3. Results of Discriminant Validity-Fornell-Larcker Criterion**

	<b>Creative Self-Efficacy</b>	<b>Inclusive Leadership</b>	<b>Intrinsic Motivation</b>	<b>Innovation Work Behavior</b>
Creative Self-Efficacy	0,804	-	-	-
Inclusive Leadership	0,557	0,796	-	-
Intrinsic Motivation	0,642	0,623	0,796	-
Innovation Work Behavior	0,734	0,688	0,664	<b>0,746</b>

Source: Primary data processed by researchers (2024)

Based on the results shown in Table 3, the discriminant validity of the model was confirmed using the Fornell-Larcker criterion. Each construct demonstrated a higher correlation with itself than with any other latent variable, satisfying the requirement that the square root of AVE must exceed the inter-construct correlations. Specifically, creative self-efficacy had the strongest correlation with itself (0.804), compared to its correlations with inclusive leadership (0.557), intrinsic motivation (0.642), and innovative work behavior (0.734). Inclusive leadership showed a self-correlation of 0.796, higher than its correlations with intrinsic motivation (0.623), innovative behavior (0.688), and creative self-efficacy (0.557). Similarly, intrinsic motivation correlated most strongly with itself (0.796), and innovative work behavior also showed the highest self-correlation (0.746), exceeding its correlations with creative self-efficacy (0.734), inclusive leadership (0.688), and intrinsic motivation (0.664). These findings confirm that each construct is empirically distinct, thereby fulfilling the discriminant validity requirement of the Fornell-Larcker criterion.

**Table 4. The Results of Discriminant Validity -Cross Loadings**

	<b>Creative Self-Efficacy</b>	<b>Inclusive Leadership</b>	<b>Intrinsic Motivation</b>	<b>Behavior</b>
EDK 1	0,775	0,415	0,513	0,558
EDK 2	0,848	0,487	0,523	0,699
EDK 3	0,771	0,443	0,583	0,541
EDK 5	0,888	0,435	0,525	0,581
EDK 6	0,759	0,455	0,427	0,592

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	Creative Self-Efficacy	Inclusive Leadership	Intrinsic Motivation	Behavior
EDK 7	0,774	0,448	0,519	0,555
KI 1	0,311	0,804	0,335	0,588
KI 2	0,517	0,838	0,471	0,575
KI 3	0,543	0,809	0,505	0,578
KI 4	0,392	0,863	0,465	0,565
KI 5	0,383	0,713	0,588	0,429
KI 6	0,493	0,775	0,613	0,585
KI 7	0,508	0,818	0,504	0,551
KI 8	0,345	0,735	0,492	0,483
MI 1	0,528	0,518	0,823	0,536
MI 2	0,531	0,493	0,840	0,528
MI 4	0,620	0,516	0,781	0,575
MI 5	0,452	0,572	0,791	0,442
MI3	0,383	0,375	0,740	0,545
PKI 1	0,661	0,367	0,428	0,739
PKI 3	0,548	0,509	0,483	0,762
PKI 4	0,517	0,352	0,630	0,709
PKI 6	0,469	0,611	0,422	0,746
PKI 7	0,538	0,589	0,501	0,743
PKI 8	0,557	0,627	0,519	0,778

Source: Primary data processed by researchers (2024)

As shown in Table 4, the discriminant validity test using the cross-loading method confirms that all measurement items for the variable’s creative self-efficacy, inclusive leadership, intrinsic motivation, and innovative work behavior have higher loadings on their respective constructs than on any other constructs. Each item’s cross loading value exceeded the threshold of 0.70, indicating that each indicator demonstrates stronger alignment with its intended latent variable compared to others. This result signifies that the indicators are uniquely measuring their corresponding constructs and not overlapping with other variables. Therefore, all constructs in the model satisfy the requirements of discriminant validity based on the cross-loading approach. The overall outcome further supports the adequacy of the measurement model, which is also visually represented in Structural Model Figure 1.

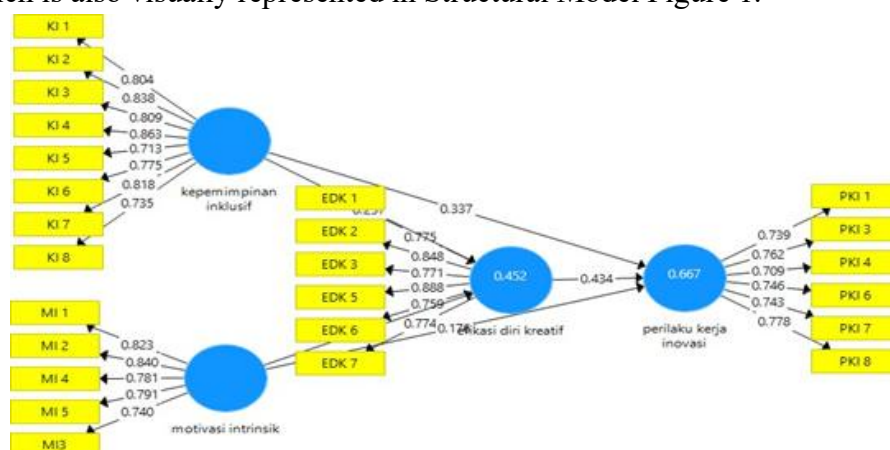


Figure 1. Measurement assessment model

Source: Processing data of researchers using SmartPLS (2024)

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The reliability analysis of the measurement model confirms that all variables demonstrate high internal consistency. Based on Cronbach's Alpha, all constructs exceed the acceptable threshold of 0.70, with creative self-efficacy scoring 0.890, inclusive leadership 0.917, intrinsic motivation 0.855, and innovative work behavior 0.841. Similarly, composite reliability values for all constructs also surpass the recommended minimum of 0.70, indicating strong scale reliability: creative self-efficacy scored 0.916, inclusive leadership 0.932, intrinsic motivation 0.896, and innovative work behavior 0.883. These findings affirm that the items used to measure each latent construct are consistent, reliable, and suitable for further structural modeling and hypothesis testing.

The structural model assessment in this study confirms the relationships among inclusive leadership, intrinsic motivation, creative self-efficacy, and innovative work behavior using  $R^2$ ,  $Q^2$ , and path analysis. The  $R^2$  results indicate that inclusive leadership and intrinsic motivation explain 45.2% of the variance in creative self-efficacy (categorized as weak) and 66.7% of the variance in innovative work behavior (moderate). Correspondingly,  $Q^2$  values show moderate predictive relevance for creative self-efficacy (0.280) and innovative work behavior (0.338), while  $Q^2$  values for inclusive leadership and intrinsic motivation are 0, indicating low predictive relevance. In the path analysis, five hypotheses were tested: H1–H4 were accepted with significant positive effects, including the effect of inclusive leadership on innovative work behavior ( $\beta = 0.337$ ,  $p = 0.008$ ) and on creative self-efficacy ( $\beta = 0.257$ ,  $p = 0.039$ ), as well as the impact of creative self-efficacy on innovative behavior ( $\beta = 0.434$ ,  $p < 0.001$ ). Intrinsic motivation also significantly influenced creative self-efficacy ( $\beta = 0.481$ ,  $p < 0.001$ ). However, H5 was rejected, indicating that intrinsic motivation does not directly influence innovative work behavior ( $p = 0.149$ ). In terms of mediation analysis, H7 was supported, showing that creative self-efficacy significantly mediates the relationship between intrinsic motivation and innovative work behavior ( $\beta = 0.209$ ,  $p = 0.010$ ). Meanwhile, H6 was rejected, suggesting that creative self-efficacy does not significantly mediate the effect of inclusive leadership on innovative work behavior ( $p = 0.075$ ). These findings reinforce the central role of creative self-efficacy as a partial mediator, particularly in relation to internal motivational drivers.

The discussion of this study reveals several significant findings based on the job demands-resources theory. First, inclusive leadership positively influences innovative work behavior, as leaders who support diversity and openness help employees feel empowered to propose and implement new ideas. This is consistent with research by Andini & Wibawa (2019) and Guo et al. (2023). Second, inclusive leadership also enhances creative self-efficacy, as leaders' trust and support improve employees' confidence in solving problems creatively. This supports the findings of Nicolas (2024), Javed et al. (2021), and Zhang et al. (2023). Third, creative self-efficacy significantly influences innovative behavior, where employees with high self-belief are more likely to take risks and contribute new ideas, aligning with studies by Prabowo (2022) and Nicolas (2024). Fourth, intrinsic motivation also has a positive effect on creative self-efficacy, suggesting that internal drive encourages employees to believe in their creative capacity, as shown in Leandro et al. (2021) and Knippenberg et al. (2020). However, intrinsic motivation does not directly influence innovative behavior, possibly due to lack of managerial support, consistent with Idris et al. (2024) and Karadeniz et al. (2021). Regarding mediation, creative self-efficacy does not mediate the relationship between inclusive leadership and

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innovative work behavior (H6 rejected), indicating that leadership's direct impact is stronger without the mediating role. Conversely, creative self-efficacy does mediate the effect of intrinsic motivation on innovative work behavior (H7 accepted), suggesting that internal motivation alone is insufficient without self-belief to translate into innovation. These results reinforce the pivotal role of leadership and psychological confidence in fostering innovation in organizational settings.

### CONCLUSION

Based on the problem formulation and the results of data analysis, this study concludes that inclusive leadership and intrinsic motivation play crucial roles in shaping creative self-efficacy and innovative work behavior. Creative self-efficacy is found to significantly mediate the relationship between intrinsic motivation and innovative behavior, but it does not mediate the effect of inclusive leadership on innovative behavior. Theoretically, these findings reinforce the relevance of the Job Demands–Resources theory, which emphasizes the importance of balancing job demands with psychological resources such as supportive leadership, self-belief, and internal motivation in fostering innovation. Practically, PT Global Humanity Innovation should adopt inclusive leadership practices that value diversity, support employee development, and create a psychologically safe work environment to enhance creativity and innovation. The study suggests that intrinsic motivation alone is insufficient to drive innovation unless accompanied by strong self-efficacy and managerial support. This research acknowledges limitations, including a narrow scope of study objects and the need for additional variables that may better explain innovative behavior. Future research should involve broader populations and explore other constructs to deepen understanding of the factors influencing innovative work behavior.

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