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Original Article

The Role of Proactive Personality on Transformational Leadership and Innovative Work Behavior

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Abstract. The industrial revolution 4.0 also requires the business world to move more dynamically and forces businessmen in the industry to move faster. The Covid-19 pandemic has also changed trends in the world of work, it is currently moving towards digitization and remote work. Therefore, workers are encouraged to continuously improve their skills and abilities in facing future challenges. One of the factors that can help companies to survive in this crisis is by innovating. The study aims to understand the effect of proactive personality on transformational leadership and innovative work behavior relationship. The instruments used were Multifactor Leadership Questionnaire Form 5x scale, Proactive Personality Scale and Innovative Work Behavior Scale adapted into Indonesian. The study sample consisted of 177 responses used for data analysis in SPSS ver 23 using PROCESS by Hayes. Results showed that proactive personality fully mediates transformational leadership and innovative work behavior relationship. The implications, limitations and suggestions for further research are discussed as follows.

Keywords: Innovative Work Behavior; Transformational Leadership, Proactive Personality

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Introduction

The development of technology is advancing rapidly and it is undeniable that many daily activities are affected by it. This technological development requires every line of life to carry out innovation, including companies. These rapid changes in companies have an impact on the intense competition that occurs between companies because more and more new business companies are joining the competition to seize the opportunities and opportunities offered. This makes these opportunities not easy to achieve. Therefore, companies need to continue to develop various innovations. Innovation is more than ideas and creating something new; execution in terms of getting the offering into the hands of consumers, having purposeful use, and achieving market acceptance is an essential part of innovation. Innovations that need to be carried out by companies include procedures, technology used, products, and markets, as well as improving service quality so that they can survive in competition in this globalization era (Kahn, 2018). Organizations can enhance innovation by encouraging and motivating employees to participate in innovative work behaviors (Karimi et al., 2023).

Despite innovation being essential for an organization to remain competitive, it cannot be achieved without the contributions of its employees. Encouraging innovation among employees

is a highly effective strategy for promoting innovation and achieving success within an organization (Afsar et al., 2014). The success of a company in implementing innovation depends on the contribution made by every human resource in the company, where they are willing to use all their abilities to make a positive contribution and be able to increase the effectiveness of innovation in the company. Innovation carried out by employees is one of the best ways to increase innovation and organizational success (Afsar et al., 2014). Innovative behavior can be defined as a reaction to identifying an issue which involves proposing an idea and putting it into action (can be done at both individual and collective levels such as within a work role or within an organization) to tackle and resolve identified problems (Wang et al., 2015). It is not an easy thing to achieve innovative behavior, because innovation is not just creative but is also a process of thinking about new ideas that need to be explored and developed so that they can be implemented. Effective innovation includes three dimensions (Kurnia Sari et al., 2021), namely: Idea generation, which is the tendency to invent new things (Kmieciak, 2020). This process begins with individual awareness of new opportunities which then generate ideas that have never been thought of before or can be in the form of improving or developing existing ideas or solutions to various problems encountered. Idea promotion is the stage when individuals seek support for ideas and build social relationships to gain support from both inside and outside the organization regarding previously proposed ideas (Messmann & Mulder, 2015). Idea realization is the last stage when the individual implements and uses the idea, employees already dare to implement the new idea into their usual work activities (Akram et al., 2016).

To bring out employee innovation, the right type of leadership is needed, because a leader has a dominant role in a company. According to (Basu & Green, 1997) transformational leadership can stimulate the creative and innovative behavior of its employees through an inspiring vision, stimulate employees to overcome current conditions, and also encourage employees to grow and develop (Pieterse et al., 2010). The more transformational a leader is in the company, the greater the innovation opportunities that arise. Transformational leadership refers to a technique in which leaders motivate their employees to willingly accept organizational goals and aspirations and exceed their expectations that involves altering the employees' beliefs and principles, which the leader encourages them to achieve beyond their own expectations (Shaikh & Udin, 2022). Transformational leadership prioritizes enhancing employees' involvement within the organization's context. Transformational leadership can effectively stimulate creativity and encourage innovative behavior among followers, but this is only possible in situations where followers anticipate inspiration and guidance from their leader (Pradhan & Jena, 2019). Additionally, the situation must require unconventional or creative solutions to address existing problems. Transformational leaders are those who stimulate and inspire their employees to achieve even better results and in the process develop the leadership spirit of their employees (Bass, 2006). Riggio (2013) defines transformational leadership as a type of leadership that focuses on the leader's ability to provide shared values and future visions to be achieved in work groups.

Transformational leadership amplifies creativity by presenting greater challenges, taking calculated risks, offering personalized support and feedback, promoting individual initiative, and providing intellectual stimulation (Tănase & Alexandru, 2020). Adopting the transformational leadership approach, managers must prioritize the personal and professional requirements of their employees while affording them the autonomy and control to question the existing state of affairs and experiment with new ideas. This approach fosters a sense of trust and optimism within the workforce, consequently enhancing creativity and innovation (Karimi et al., 2023). According to (Masood & Afsar, 2017), transformational leaders create a supportive workplace via inspiration, motivation, and individualized considerations. Such a supportive environment effectively increase employees' motivation to engage in initiating and implementing new and novel ideas. Transformational leadership influences employee innovative behavior by stimulating employees to see problems in new ways and helping employees to develop their potential.

Transformational leaders fulfil their role as coaches and friend, and inspire their employees to take greater responsibility (de Jong & den Hartog, 2007). Transformational leadership helps employees gain unique opportunities to develop the learning and collaboration skills that drive innovative behavior at the individual level and organizational innovation (Choi et al., 2016). The example of a leader, concern for the needs of employees and also the intellectual stimulus possessed by leaders who apply transformational leadership can effectively encourage employees to see problems faced in new ways, explore opportunities for innovation, find ideas and creative ideas, and apply it in carrying out work in the company. Transformational leaders have a tremendous influence on their employees (Suhana et al., 2019). Transformational leaders are more effective because they are creative and seek to encourage their employees to become creative individuals too. Transformational leadership influences innovative behavior by stimulating employees to see problems in new ways and helping employees to develop their potential. Transformational leaders act as coaches and friends and inspire their employees to assume greater responsibility (De Jong & Den Hartog, 2007).

Erdogan & Bauer (2005) suggest a proactive personality as one of the motivators for proactive behavior in the workplace. Possessing a proactive personality is valuable and significant in enhancing creativity and generating innovative ideas that can be of practical benefit (Song & Lee, 2020). Proactive personality refers to a behavioural inclination at the trait level to proactively bring out changes in one's environment. There is a correlation between proactive personality and a range of organizational outcomes, both directly and indirectly (Yi-Feng Chen et al., 2021). Individuals with proactive personality tend to be alert to and generate opportunities, display initiative, and persist in the face of obstacles (Yi-Feng Chen et al., 2021). A proactive person is not constrained by the situation and brings change to the environment. Proactive individuals identify opportunities, show initiative, take action, and persevere until change occurs. Proactive individuals have been positively associated with higher job performance, career success, and job search success (Robbins & Judge, 2013). Proactive people are more likely than passive people to update their knowledge and skills and identify new work processes (Li et al., 2017). Proactive individuals show initiative, take action, and persevere until it brings about change. Individuals with a strong proactive personality are inclined to initiate, share, and execute ideas as they are constantly exploring means to enhance their present circumstances. Additionally, proactive individuals are actively involved in establishing social connections and upgrading their professional knowledge, which are behaviors that have a positive correlation with innovation (Kong & Li, 2018). Conversely, individuals who are less proactive are more passive and also tend to choose to adapt to the environment rather than create change.

Proactive individuals are self-motivated and forward-thinking with a goal of introducing changes that encompass self-improvement as well as taking charge of and transforming the internal dynamics of their organization and strive to exert control and enhance their organization's internal environment (Li, 2020). For example, by introducing new work methods, influencing organizational strategy, and also improving work systems, it can support the emergence of innovative work behavior, namely, it can trigger the emergence of new ideas that will continue to the next stage of innovative behavior so that it can be said that being proactive can indirectly help employees to display innovative behavior. This is in line with the statement of (Su & Zhang, 2020) that individuals who exhibit high levels of proactivity are eager to take the lead in proactively seeking valuable information, which in turn promotes the generation of innovative behaviors in a spontaneous manner. Proactive personality is related to individual innovative behavior such as developing new ideas and showing innovations in one field of work (Li et al., 2022). Proactive employees tend to be self-motivated. This shows that employees can complete work independently with little support in the form of supervision or guidance from their leaders. With little guidance from the leader, they actively modify working conditions to maximize performance. Based on this, it can be seen that employees by actively modifying working conditions can also encourage the emergence of innovative behavior.

Bateman & Crant (1993) describe a tendency to find opportunities for improvement as an important characteristic of proactive personalities. Proactive individuals are typically focused on instigating change and taking action, which empowers them to pinpoint opportunities for improvement, take decisive steps to address them, and persist in their efforts until they achieve meaningful progress and transform the existing state of affairs (Wang et al., 2021). Proactive people's propensity to challenge the status quo and to proactively initiate changes in their environment represent ideal predispositions that can contribute to innovative behavior in the workplace (Li et al., 2020). Based on the view of trait activation, a high score of transformational leadership style encourages individuals with a proactive personality to express their personality so that employee creativity increases which in turn leads to innovative work behavior of employees. Proactive Individuals will benefit more from leaders with high transformational leadership. Proactive individuals have good opportunities long before others can and are always looking for better ways to do things where which will lead to innovative work behavior. Transformational leaders tend to express support for their employees, provide opportunities for employees to be involved in decision-making, and have a positive attitude and openness to change which will support the proactive level of employees. Employees who are proactive, and who take action based on initiative and anticipatory with the aim of bringing about changes in the company's internal environment can increase the appearance of these employees' innovative work behavior.

The creativity literature pays little attention to examining how situational factors influence the relationship between proactive personality and employee creativity. It is important for future research to consider situational factors for proactive personalities because the benefits of recruiting individuals with proactive personalities depend on organizational context and job characteristics (Campbell, 2000; Crant, 2000). According to the theory of trait activation (Tett et al., 2021), trait activation is the process by which individuals express their traits when combined with situational cues that are relevant to those traits. Tett et al. (2021) state that the source of relevant cues or situations comes from task characteristics (such as procedural, and work autonomy), social (such as supervisor's needs and expectations), and organization (such as organizational climate and culture). Previous research suggests that leadership style is a contextual variable that is thought to activate a proactive personality related to creativity (Kim et al., 2010).

There have been several research results showing that transformational leadership affects innovative work behavior (Gashema, 2021; Grošelj et al., 2020; Karimi et al., 2023) but the study on how transformational leadership influences innovative work behavior is scarce. Hughes et al. (2018) have urged researchers to explore the mediating mechanism involved in understanding how leadership impacts employees' innovative behaviors, in order to obtain a more comprehensive and systematic understanding. It is crucial to have theoretical clarity about the processes and mechanisms by which transformational leadership affects employees' innovative behaviors, especially in public sector organizations (Karimi et al., 2023). The current study found no evidence from the literature on the mediating role of proactive personality between transformational leadership and innovative work behavior. To fill this enormous literature gap, we investigate the mediating role of proactive personality between transformational leadership and innovative work behavior in the current setting. Based on the description above, the hypothesis proposed in this study is:

H1. Proactive personality positively mediates the relationship between transformational leadership and employees' innovative work behavior.

Method

This research aims to examine the role of proactive personality on the influence of transformational leadership and innovative work behavior of employees. This study uses a

quantitative approach because it has the characteristics to describe research problems through a description of trends or a need for an explanation of the relationship between variables. Quantitative research is research that is used to answer problems through careful measurement techniques for certain variables, so as to produce conclusions that can be generalized, regardless of the context of time and situation and the type of data collected, especially quantitative data (Arsyam & Tahir, 2021). Quantitative methods are generally used for research that uses mathematical analysis and the like which require field measurements with surveys or questionnaires and focus on the empirical and behaviouristic aspects of the phenomenon or behavior being measured (Zaluchu, 2021). The use of measurement accompanied by static analysis in this research implies that this research uses a quantitative method. This research method is analytic correlation with cross-sectional design, which is a technique for analysing the relationship between independent and dependent variables and studying the correlation between risk factors at the same time.

Participants

This research is quantitative research that uses a survey method by distributing questionnaires. Research conducted at PT. XYZ, Tbk, which is a retail business company. This company was chosen because it is proven to emphasize innovation which can be seen from the work program where every year there is a routine "innovation award" given to groups of employees who innovate and also PT. XYZ, Tbk managed to get an award as The Winner of Indonesia Most Innovative Business Award 2017 Category Retail held by Warta Ekonomi (Company Website, 2017). Respondents in this study numbered 177 employees, who are permanent employees, have more than 1 year of work experience and come from all divisions of PT. XYZ, Tbk. The characteristics of the sample were selected based on the consideration of the employees who were respondents who really understood the type of leadership applied in the company, and had been involved in the process of exploring opportunities, promoting, and implementing innovation in the company.

Sampling Procedures

The sampling technique uses non-probability sampling. Respondents were each distributed a questionnaire containing three scales (transformational leadership, proactive personality, and innovative work behavior) in Indonesian which were distributed via Google form to make it easier to distribute, fill out, and also collect questionnaires. All respondents were informed that data confidentiality was guaranteed, and would not be shared with anyone.

Materials and Apparatus

Measurement of transformational leadership uses the Multifactor Leadership Questionnaire Form 5x scale that consists of 20 items consisting of 4 dimensions: idealized influence, inspirational motivation, intellectual situation, and individual consideration (Hemsworth et al., 2013). The questionnaire is in the form of a Likert scale with a response range between 1-6, where 1 means strongly disagree to 6 means strongly agree. This scale was adapted from English to Indonesian, so reliability calculations were carried out by producing a Cronbach Alpha coefficient of $\alpha = 0.98$. Kaplan & Saccuzzo (2018) state that the acceptable reliability coefficient is a minimum of 0.7 – 0.8. Therefore, this scale is reliable to use.

Proactive personality measurement uses the Proactive Personality Scale (Bateman & Crant, 1993) which totals 17 items. The questionnaire is displayed in the form of a Likert scale with a response range of 1-6, where 1 is very inappropriate and 6 is very suitable. The items on the Proactive Personality Scale are translated from English into Indonesian to adjust and make it easier for respondents to understand the meaning of each statement in the questionnaire. In translating the items, the researcher back-translates and reviews together with expert judgment (a lecturer in the clinical field) regarding changes in sentence structure so that the meaning remains consistent with the original scale. Then the researchers conducted a try-out using an adapted scale, testing (try-out) measuring instruments to see the reliability of each measuring instrument. From the results of the try-out with 38 respondents, the results of calculating the reliability of this scale with the Cronbach Alpha coefficient were $\alpha = 0.88$. This figure indicates that the measuring instrument used is a good measuring instrument, which has high internal consistency.

The last measurement is the Innovative Behavior Scale at work (Janssen, 2000) adapted by Etikariena & Muluk (2014), with a total of 9 items consisting of 3 dimensions (idea generation, idea promoting, and idea realization). The questionnaire uses a Likert scale form, where respondents are asked to respond by choosing between 1-6, 1 means never and 6 means always. The scale adapted from Etikariena & Muluk (2014) also recalculates reliability, with the acquisition of a Cronbach Alpha coefficient of $\alpha = 0.96$. These results indicate that this scale is reliable. The three measurement tools use a 6-point Likert scale, the reason for changing the range of respondents' answers from 7-points to 6-points is due to considerations to avoid the tendency of respondents to choose neutral answers so that the researcher eliminated the middle answer choice. Yang et al. (2002) also mentioned that respondents tend to choose the middle category when they find statements that are difficult to understand.

Design or Data Analysis

The statistical technique that the researcher used to process the data obtained was descriptive analysis to process demographic data using SPSS 23.0, testing the validity of measuring instruments for innovative work behavior, transformational leadership and proactive personality used in this study using a factor analysis method in the form of Confirmatory Factor Analysis (CFA) with the help of Lisrel 8.80 software and Macro PROCESS v3.0 by Hayes to test the research hypothesis. Testing the research hypothesis using PROCESS v3.0 developed by (Hayes, 2013) produces a direct regression with a moderating effect. PROCESS macro is considered as the latest and easiest test that provides many program capabilities and because of its one-step operation (Hayes, 2013). For demographic factor analysis, the researcher will use stepwise regression analysis with SPSS 23.0, to see the contribution of demographic factors to each variable.

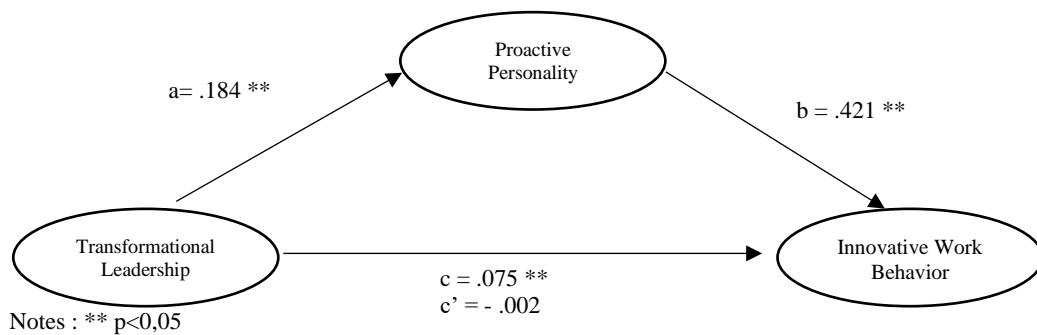
Result

The innovative work behavior scale in table 1 shows an average value of 64.29 with a standard deviation of 10.584, so the innovative work behavior is possessed by employees of PT. XYZ, Tbk is in the high category with a percentage of 39%. The average value of the transformational leadership scale is 46.73 with a standard deviation of 6.099 so that the employee's perception of transformational leadership obtained is in the high category with a percentage of 51%. The average value of the proactive personality scale is 16.49 with a standard deviation of 4.796, so the proactive level is in a low category with a percentage of 54%.

Table 1. Hypothesis Testing

	Antecedent			c'	Consequence		
	Coeff	SE	P		Coeff	SE	P
Transformational Leadership	.184	.037	.000		.002	.030	.939
Proactive Personality	-	-	-	b	.421	.057	.000
Constanta	60.903	3.413	.000		5.958	4.350	.1726
	R ² = .349				R ² = .509		
	F(1, 175) = 24.29, p<0,05				F (1, 174) = 30.41, p<0,05		
Total Effect = .075 , LLCI = .011 , ULCI = .139							
Direct Effect = .002, LLCI = .062 , ULCI = .057							

The R² value in column M (Proactive Personality) is 0.349, indicating that 34.9% of the variance of proactive personality can be explained by transformational leadership, while the R² value in column Y (Innovative Work Behavior) is 0.509, which means that 50.9% of the variance is innovative work behavior explained by transformational leadership and proactive personality.

**Figure 1.** Mediating effect of proactive personality

From the results of the mediation role analysis in table 1, there is a significant positive relationship between transformational leadership and proactive personality ($\beta = .184$; $p < 0.05$); proactive personality and innovative work behavior ($\beta = .421$; $p < 0.05$); and transformational leadership and innovative work behavior ($\beta = .002$; $p < 0.05$). Furthermore, the relationship between transformational leadership and innovative work behavior mediated by proactive personality showed no significant results ($\beta = .075$; $p > 0.05$). If the effect of X on Y decreases to zero after entering M into the regression equation (or c' is not significant), then there is perfect mediation (Hayes, 2013). From the results it can be seen that the value of c' is not significant. The results prove that proactive personality fully mediate the relationship between transformational leadership and innovative work behavior. This is further strengthened by the results of testing the indirect effect of transformational leadership on innovative work behavior through proactive personality which shows significant results (95 % CI [0.01 0.22]). The mediating role of leader-member exchange is proven through the indirect effect which produces a 95% confidence interval (CI95) whose value is in the range = LLCI .042 ULCI .123 , where the value does not exceed 0. If the indirect effect ab in 95% CI does not contain zero, the indirect effect is significant, meaning that it indicates a mediating effect (Hayes, 2013). It can be concluded that there is a full mediating effect between transformational leadership on innovative work behavior through a proactive personality. Thus, the research hypothesis is accepted.

Discussion

This study aims to pay more attention to the relationship between transformational leadership and innovative work behavior by examining a proactive personality as a mediator. Most research has concentrated on the effect of proactive personality on leadership, rather than the impact of leadership on proactive personality. Studies exploring whether leadership can influence personality changes in employees and how such changes might occur have been largely ignored in organizational research. The results support the researcher's hypothesis that proactive personality mediates the relationship between transformational leadership and employees' innovative work behavior. Transformational leadership grants employees the independence to acquire knowledge and cultivates a supportive setting for individualized learning (Afsar & Umrani, 2020). Furthermore, transformational leaders motivate their team members to approach challenges from a novel perspective, while guiding them to unlock their full potential. When led by a transformational leader, proactive employees will be more responsive and motivated to actively seek and take opportunities at work and even exceed their job expectations. Transformational leaders will also have a strong influence on employees who are not yet proactive in the company to become proactive employees. The characteristics of the transformational leadership style can be explained as follows, leaders can give ideal influence, have the motivation that really inspires employees to continue to develop for the better, employees are involved in problem formulation and finding solutions to problems that arise in work (Steinmann et al., 2018). In addition, employees who have proactive behavior will also always look for new ways to solve complex problems. This is possible because transformational leadership has a positive influence by expanding and supporting employee goals so as to make employees more confident to perform beyond specified expectations. Individuals who exhibit a proactive personality are more prone to actively engage with their surroundings, leading to heightened engagement in their work. Therefore, proactive employees are more inclined to make use of their leaders' support to accomplish tasks and display ingenuity in addressing problems and generating fresh ideas (Adhyke et al., 2023). It is explained that innovative work behavior requires the emergence of new ideas that are useful and in accordance with the needs of the organization and this condition is relevant to a proactive personality because proactive employees have a strong desire to propose changes, generate new ideas, challenge the status quo, and have a vision future-oriented (Seibert et al., 2001). Proactive employees may be exploring opportunities for creating an effective work environment or seeking feedback for improving one's performance (Messmann & Mulder, 2017).

Evidence suggests that repeated behaviors in a particular context can lead to changes in subordinates' emotions and traits, which, over time, can gradually alter their fundamental characteristics (Wrzus & Roberts, 2017). An alternative explanation for how transformational leadership influences employees' inclination to innovate is the Job-Demand-Resources (JD-R) model (Bakker & Demerouti, 2017). This theory suggest that job resources, including transformational leadership, inspire and encourage workers to produce favourable job outcomes, such as innovative behavior. Transformational leaders are able to establish a system that incorporates job resources such as supervision, job diversity, prospects, coaching, social support, voice, opportunities for learning and growth (Çop et al., 2021). Apart from being based on the theoretical concepts previously described, the results of this research are also supported by information obtained from research related to the leadership style applied at PT. XYZ, Tbk. The researcher conducted a debriefing with one of the employees of the Marketing section to obtain additional information in an effort to provide arguments to explain the research results. From the information the researchers obtained, leaders at PT. XYZ, Tbk intellectually stimulates its employees by providing the widest possible opportunity to act creatively and also innovatively in solving old problems using a new perspective, the method is to provide thought stimulation for employees to think differently than usual. There are routine activities every two weeks in the morning carried out by the leadership to clearly communicate the vision and

mission in achieving the company's innovative goals, as well as regular mentoring/discussion activities with superiors which are carried out once a month. Employees will increasingly display innovative work behavior when leaders pay attention to the individual needs of employees. By frequently following up and holding meetings with employees, leaders can also find out the work progress of each employee and know the self-development needed by employees. Transformational leaders have a positive influence on their employees by expanding and supporting the achievement of employee goals, making employees more confident to perform beyond specified expectations (Susilo, 2018) and with high employee proactive personality support, these employees become more responsive, more motivated to actively seek and take opportunities at work even beyond their abilities, and also more motivated to seek new ways of completing tasks so as to further enhance employee innovative work behavior. Developing transformational leadership in managers could be a viable recommendation for enhancing employees' innovative work behaviors, which research (Karimi et al., 2023) suggest can be achieved through training and mentoring programs offered at all organizational levels.

Managerial implications. The results are expected to provide implications for leaders in organizations to apply effective leadership styles so as to encourage employees to demonstrate innovative work behavior in organizations, which in this study are represented by leaders at PT. XYZ, Tbk. From the results, the transformational leadership style is considered quite effective in increasing employee's innovative work behavior. Transformational leadership style that applied at PT. XYZ, Tbk can be the basis for the organization to continue to maintain and also develop a transformational leadership style that is used to increase employee's proactive personality and innovative work behavior. To maintain and develop a transformational leadership style, organizations can exercise control with regular surveys regarding employee perceptions of leaders in the organization. This can be a form of assessment of the leaders in the organization from the employees. The survey was conducted to ensure that the transformational leadership style shown by organizational leaders is carried out effectively and sustainably so as to maintain the current transformational leadership style.

This study result also suggest that in selecting employees to choose individuals with a proactive personality, this is expected to be a strategy that is quite useful for today's organizations. There are many advantages to be gained when recruiting proactive individuals. Individuals with a proactive personality can recognize opportunities, act on these opportunities, show initiative, be persistent, challenge the status quo, and provide solutions and new ways to achieve goals. The characteristics shown by these proactive individuals have the potential to bring up innovative work behavior of employees and are needed by organizations as a determinant of success (Crant, 2000). Therefore, organizations can add personality questionnaires proactively in the employee selection and hiring process.

Research limitations. There are some estimated limitations in the implementation of this research that must be considered. First, this study uses self-reported assessments to measure each research variable, this study also uses a questionnaire, so that researchers cannot control respondents in answering the statements in the questionnaire. Based on these considerations, self-reported assessments have the potential to cause bias related to the answers given by respondents so future research is expected not only to use self-reported assessments that describe the perspective of individuals personally. For future researchers, it is suggested to be able to carry out an assessment through the perspective of the leader and the perspective of colleagues so that the data obtained will be more objective in assessing employees' proactive work behavior. Second, data collection in this study will only be carried out by survey method by distributing questionnaires. Exploration of the respondent's information is very limited as no further information about the respondent can be found. In order to add a wealth of information, data, and knowledge when summarizing research results, it is hoped that a combination of research methods with qualitative types, especially interviews, can be used. Thus, it can assist researchers in explaining more detailed and complete arguments regarding the research results

obtained. Future studies can also explore other mediating variables that may influence the relationship between transformational leadership and innovative work behavior, such as work engagement, to provide a more comprehensive understanding of the factors that contribute to innovative work behavior in the workplace.

Conclusions

In conclusion, this study confirms that a proactive personality plays a significant role in mediating the effect of transformational leadership on innovative work behavior. The result highlights the importance, this study confirms that proactive personality plays a significant role in mediating the effect of transformational leadership in organizations to encourage employees to demonstrate innovative work behavior. Specifically, transformational leadership is considered quite effective in increasing employees' innovative work behavior, and organizations can maintain and develop this leadership style through regular surveys regarding employees' perceptions of leaders in the organization. Additionally, selecting employees with a proactive personality is a useful strategy for organizations to encourage innovative work behavior among employees.

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