

Analyzing the Impact of Creative Self-Efficacy, Leadership Style, Locus of Control, and Organizational Culture on Innovative Work Behavior and Employee Performance

Rizqi Arianto Caesar Azeem¹, Syarif Hanoum²

¹Interdisciplinary School of Management and Technology, Institut Teknologi Sepuluh Nopember Surabaya, Indonesia

²Department of Business Management, Institut Teknologi Sepuluh Nopember Surabaya, Indonesia

*Corresponding Author: Rizqi Arianto Caesar Azeem

E-mail: caesarazeem@gmail.com



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Abstract

This research aims to explore the impact of various variables, including creative self-efficacy, leadership style, locus of control, organizational culture, innovative work behavior, and employee performance within a mining contractor company, named SIS. The research adopts a quantitative approach, and the sample consists of 111 respondents, specifically Production Group Leaders from SIS. Data were collected through a questionnaire and analyzed using Structural Equation Modeling (SEM) with the SEM PLS program. The findings of the study reveal the following relationships: (1) Creative self-efficacy significantly and positively influences innovative work behavior, (2) Creative self-efficacy significantly and positively influences employee performance, (3) Leadership style significantly and positively influences innovative work behavior, (4) Leadership style significantly and positively influences employee performance, (5) Locus of control significantly and positively influences innovative work behavior, (6) Locus of control significantly and positively influences employee performance, (7) Organizational culture significantly and positively influences innovative work behavior, (8) Organizational culture significantly and positively influences employee performance, and (9) Innovative work behavior significantly and positively influences employee performance. These results provide valuable insights for the mining contractor industry, offering implications for enhancing creative self-efficacy, leadership styles, locus of control, organizational culture, innovative work behavior, and ultimately, employee performance.

Introduction

This study presents an in-depth exploration of the operational dynamics within a leading mining services company, named SIS, which is renowned for its expertise in overburden removal (OB Removal), coal mining (Coal Mining), and coal transportation (Coal Hauling) from ROM to port. With operational footprints spanning South Kalimantan and Central Kalimantan, the company operates in four distinct Jobsites, with Site A standing out as the largest, boasting a workforce of approximately 6500 employees. At the forefront of these operations are group leaders and operators, whose pivotal roles significantly influence the outcome of the three core activities. Group leaders provide directions to operators and oversee the production process. The achievement of production targets heavily relies on the performance of group leaders.

Despite the strategic alignment of human resource management with the company's plans and culture, recent data analysis reveals a shortfall in production targets, particularly in OB

Removal, from 2021 to 2022. As suggested by some studies, for example (Hanoum, 2021; Hanoum & Islam, 2021), SIS utilizes Key Performance Indicators (KPIs) and performance targets as benchmarks for assessing employee performance, emphasizing the importance of meeting production goals.

The disparity in production targets aligns with the unmet KPIs for production group leaders, with a specific focus on the Operation Performance KPI. A closer examination reveals the Use of Availability (UA) as a pivotal KPI for Group Leaders, deteriorating below the determined target. UA reflects a group leader's efficiency in maximizing working hours. The more standby time occurs, the lower the UA value. Self-confidence, decision-making skills, and the ability to provide guidance to operators, as well as the initiative to complete tasks or propose ideas to solve problems, greatly impact the UA value.

In recent years, diverse business sectors worldwide have undergone profound transformations, compelling companies and institutions to formulate inventive solutions to address challenges and attain sustainable performance (Agustin et al., 2023). In line with this, organizations are mandated to cultivate sustainable operational innovation that is both resilient and environmentally conscious across their products and processes. At the heart of this organizational evolution lies the pivotal role of employee performance (Rai et al., 2021). The effectiveness and efficiency of individual employees collectively contribute to the overall operational excellence and adaptability of an organization. Their innovative contributions, dedication to tasks, and ability to navigate challenges are integral to the successful execution of transformative strategies, thereby influencing the holistic performance and resilience of the organization in an ever-changing business landscape.

A pivotal factor influencing employee performance is Innovative Work Behavior (IWB), defined as the development, adoption, and implementation of new ideas for products, technology, and work methods (Bos-Nehles et al., 2017). In this study, the focus at SIS Jobsite A for group leader-level employees involves examining the application of IWB to consistently enhance their main tasks associated with safety, productivity, and efficiency. The intrinsic dynamism of the mining process, entailing direct encounters with unpredictable natural conditions, underscores the importance of this exploration, even in the presence of comprehensive Standard Operating Procedures (SOPs) governing mining activities.

Another variable believed to influence employee performance is the combination of creative self-efficacy and leadership. Creative self-efficacy pertains to individuals' perceptions of their capabilities in leveraging their skills and competencies (Bandura, 2012). Studies have indicated that employees with elevated self-confidence are more inclined to make valuable contributions to the company. Within a company, creative self-efficacy holds the potential to shape the overall trajectory of the organization. The implementation of a creative self-efficacy approach at SIS is deemed essential for employees, serving as a means to implant confidence in the execution of their primary responsibilities. This is particularly crucial for production group leaders, who play a leadership role at the forefront of the production process.

Leadership is crucial for maximizing work efficiency and achieving organizational goals (Hanoum & Nabawi, 2021). Leaders must motivate their employees to overcome various challenges and guide them towards goals. Leadership includes understanding the needs of the organization and directing it towards its objectives (Larson & Gray, 2011). Leaders create a culture and basic roles for their employees that will influence various aspects such as efficiency and performance (Yıldırım & Birinci, 2013). The goal of improving performance can be achieved through a human resources approach, as leadership has been identified as a dominant factor influencing performance in previous studies ((Yuan & Lee, 2011; Zehir et al., 2011)).

The leadership style adopted by production group leaders at SIS Jobsite A assumes significance, as a leadership approach that aligns with operational characteristics and effectively connects with subordinates is anticipated to have a substantial impact on performance.

The other variable to be examined in this research is locus of control. According to Mathur (2014), locus of control is the extent to which someone believes that what happens is within their control. Meanwhile, Brown et al. (2015) states that locus of control is the perception of how one can control one's own destiny. Drawing from these definitions, it can be deduced that locus of control is an inclination within individuals regarding how they perceive occurrences in their lives, whether attributing them to personal control or external factors. The inclusion of locus of control as a variable in this research is motivated by its relevance, as the perspectives of group leaders in confronting work-related challenges exert a significant influence on performance.

Numerous prior studies have affirmed that organizational culture, over the long term, has a substantial impact on the overall success of an organization (Shahzad et al., 2012). Sims (2002) also stated that the success of an organization can be influenced by how to manage diverse resources, including Human Resources (HR) in the organization. Organizational culture is the accumulation of various characteristics within the organization, both seen and unseen. A robust and well-established organizational culture fosters and molds individual integrity within the company.

Given the critical role described above, the performance of group leaders is pivotal in attaining the company's production targets, with SIS Jobsite A's production standing as the primary revenue source that must be realized. Building on this context, this study aims to address pertinent issues concerning creative self-efficacy, leadership style, locus of control, and organizational culture, particularly as they impact innovative work behavior and employee performance among production group leaders at SIS Jobsite A. Consequently, the research is aptly titled "Analysis of the Influence of Creative Self-Efficacy, Leadership Style, Locus of Control, and Organizational Culture on Innovative Work Behavior and Employee Performance at SIS."

Methods

Research Process Framework

The type of research conducted falls under the confirmatory research category, which involves the identification and testing of relationships between variables to determine their influence. The research implementation process is detailed, and the eight stages of the research are outlined in Figure 1. This research started with a problem as explained in the introduction. After that, the problem is formulated and the research objectives are determined. The problem formulation in this research is the influence of Influence of Creative Self-Efficacy, Leadership Style, Locus of Control, and Organizational Culture on Innovative Work Behavior and Employee Performance. Meanwhile, the aim of this research is to test and analyze the influence of variables on IWB and employee performance and provide recommendations for managerial implications for improving employee performance at SIS.

The next stage is a literature review. This involves collecting information related to writing, such as theories and concepts, case studies, and other relevant aspects. From the literature review, the formulation of research variables was obtained which became the basis for the analysis. After that, the next stage continues with identifying research variables. The variables of creative self-efficacy, leadership style, locus of control and organizational culture were identified and selected as relevant to the SIS work environment conditions. The next stage is

Data Collection and Analysis. Data collection techniques employ two methods: primary data collection through questionnaires and secondary data collection through literature studies. The analysis stage of this research involves testing the validity and reliability of the questionnaire. Subsequently, SEM-PLS analysis is employed to examine the relationship between variables and Hypothesis testing. Next, the researcher provides recommendations for managerial implications for the Company to improve employee performance. The final stage of this research is the conclusion. The conclusion encapsulates the essence of the research findings. The draw conclusions are expected to achieve the research objectives and address the problem formulations.

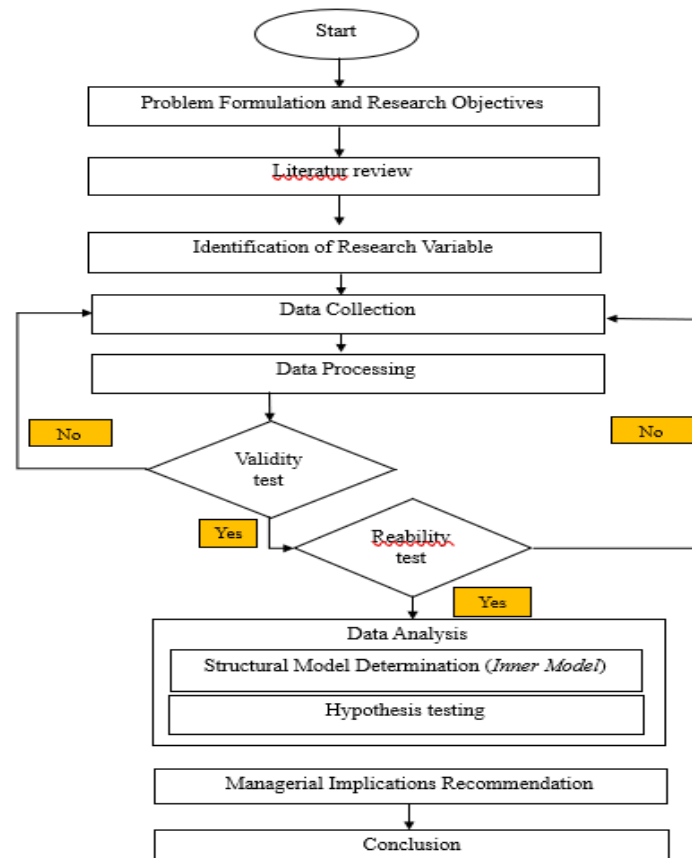


Figure 1. Research concept framework

Research Variables and Hypotheses

In this study, identification of the relationship and influence between variables will be carried out. Independent variable (X) consists of creative self-efficacy, leadership style, locus of control, and organizational culture while the dependent variable is innovative work behavior and employee performance. Variables and each indicator are illustrated in Figure 2. The creative self-efficacy variable based on a theory adapted from (Tierney & Farmer, 2011) consists of 4 dimensions, namely the ability to solve problems, the ability to generate new ideas, the talent to develop other people's ideas, the ability to overcome difficult problems. The leadership style variable consists of 2 dimensions adapted from (Zehir et al., 2011) adapted to variables that are relevant for SIS Production group leaders, namely transactional & strategic leadership and participative leadership. The locus of control variable based on theory adapted from (Levenson, 1973) consists of 2 dimensions, namely internal control and opportunity. The Organizational Culture variable consists of 2 dimensions adapted from OCAI and from (Quinn, 2011) adapted to variables that are relevant for SIS Production group leaders including aspects

of Clan Culture and Hierarchy Culture. The innovative work behavior variable based on theory adapted from (De Jong & Den Hartog, 2010) consists of 4 dimensions, namely opportunity exploration, idea generation, struggle, implementation. Employee performance variables consist of 5 dimensions adapted from (Koopmans et al., 2012) adapted to variables that are relevant for SIS Production group leaders including task performance, contextual performance, adaptive performance, counterproductive work behavior, quality of result and quantity of result.

There are 9 hypotheses tested in this research, H1: The influence of creative self-efficacy on IWB, H2: The influence of creative self-efficacy on employee performance, H3: The influence of leadership style on IWB, H4: the influence of leadership style on employee performance, H5: the influence of locus of control over IWB, H6: influence of locus of control on employee performance, H7: influence of organizational culture on IWB, H8: influence of organizational culture on employee performance and H9: influence of IWB on employee performance.

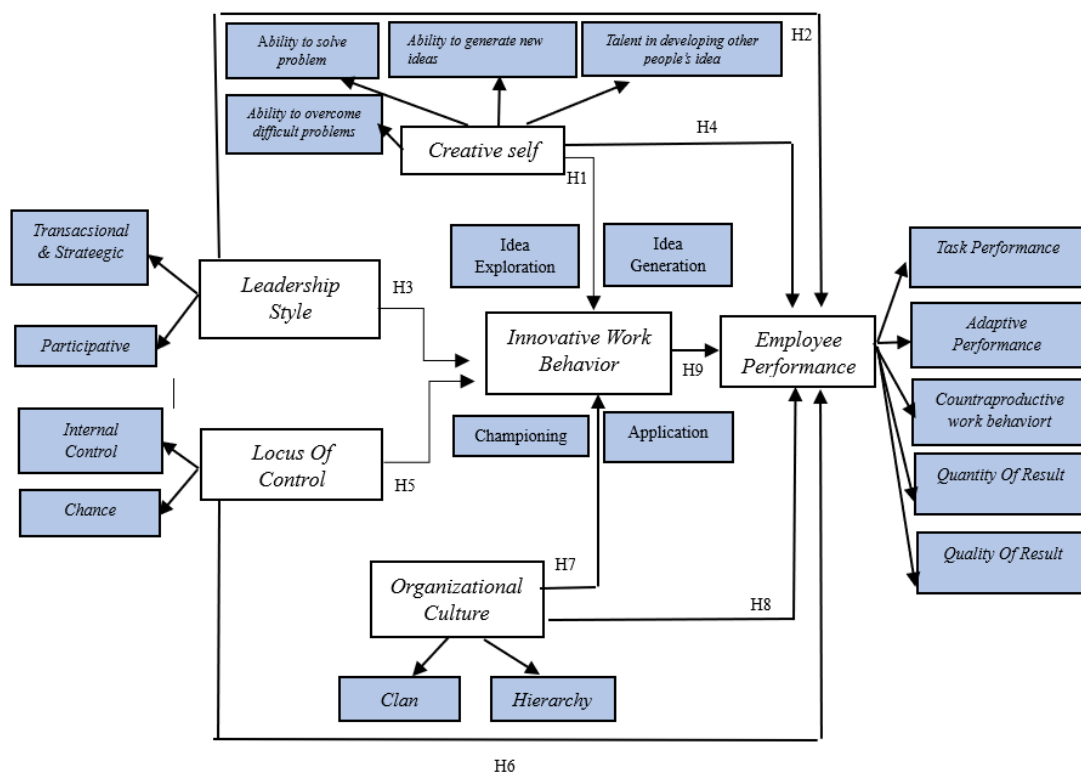


Figure 2. Research Variables & Hypotheses

Data Collection and Analysis

The data collection techniques employed in this study centered on acquiring primary data through methodically designed questionnaires that closely aligned with the variables of the study. The sample size comprised 111 respondents at the group leader level, each contributing valuable insights. Utilizing a Likert scale in the questionnaire facilitated a nuanced measurement of the variables under examination, allowing for a comprehensive understanding of the participants' perspectives. Following the data collection phase, the subsequent steps involved thorough data processing and analysis.

During the analysis stage, the research rigorously assessed the validity and reliability of the questionnaire to ensure the robustness of the gathered data. This thorough validation process aimed to enhance the credibility and accuracy of the findings. To test the hypotheses formulated in this study, a Structural Equation Modeling (SEM) approach was adopted. Smart PLS was

specifically chosen as the analytical tool due to its effectiveness in handling data non-normality, a common characteristic in real-world datasets, and its ability to provide reliable results even with a relatively limited number of samples. This analytical approach contributes to the study's methodological strength, ensuring the reliability and validity of the findings.

Results and Discussion

The result of hypothesis testing

In this section, the first result showed the demographic of respondents and measurement model analysis consisting of the validity and reliability testing of each construct of the model. The second result presented the structural model analysis to conduct the hypotheses testing of three hypotheses proposed in this study.

Based on the results, a total of 111 valid data was processed for further analysis. The profile of the respondents can be presented in Table 1 For the age distribution, most of the respondents were aged 20-30 (38.7%) and by the age of 31-40 (38.7%), age 41-50 (16.2%), above age 50 years (6.3%). For Years of service, most of the respondents were below 5 years (37.8), followed by year of service 11-15 years (34.2%), followed by 16-20 years (15.3%), followed by 6-10 (12.6%). For education level, most of the respondents have Diploma III (36.9%), followed by highschool (32.4%), bachelor (29.7%), magister (0.9%).

Table 1. Demographic of Respondents

Variable	Frequency	%	
Age	20 - 30	43	38,7
	31 - 40	43	38,7
	41 - 50	18	16,2
	Above 50	7	6,3
Years Of Service	Below 5	42	37,8
	6 - 10	14	12,6
	11 - 15	38	34,2
	16 - 20	17	15,3
Education	High School	36	32,4
	Diploma	41	36,9
	Bachelor	33	29,7
	Magister	1	0,9

In the measurement model stage, convergent validity and reliability were evaluated for the three constructs measured in this study. Convergent validity was examined based on the value of factor loading and average variance extracted (AVE); while reliability was determined based on composite reliability (CR). Factor loading for each item must be greater than 0.7 and AVE greater than 0.5 to meet the required threshold value while the CR value must be at least 0.7 or more to meet the reliability. Based on Table 2, it can be seen that the factor loading values are above 0.7, AVE is above 0.5 and CR is above 0.7. Thus, the results of the convergent validity and reliability test have met the requirements.

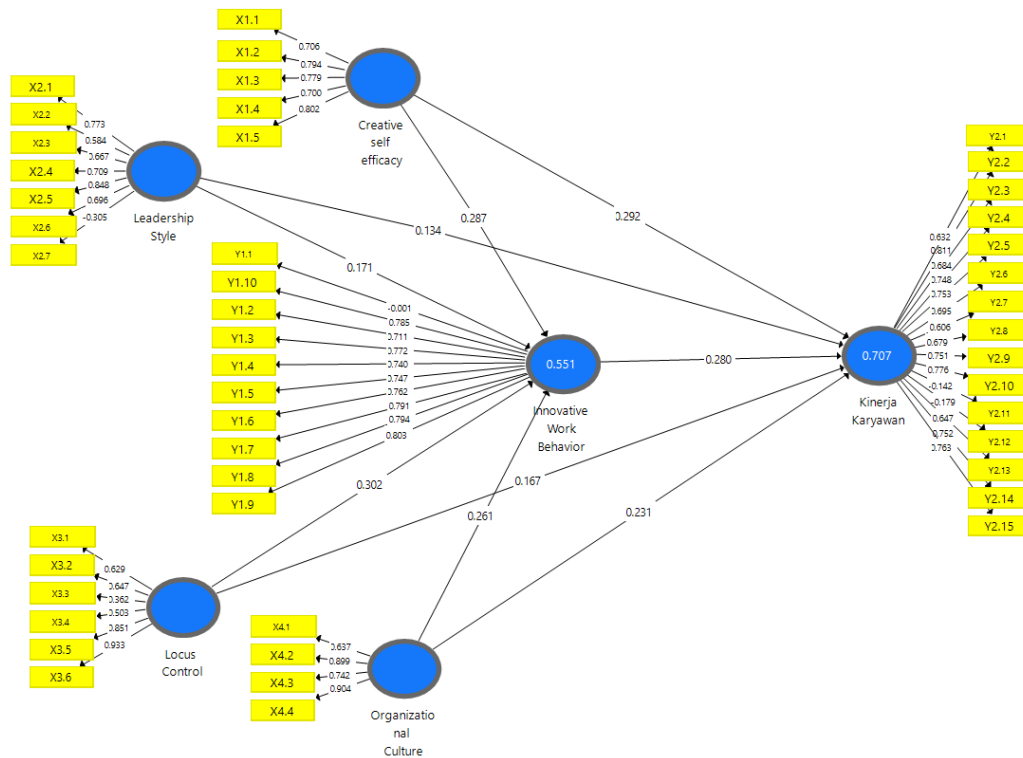


Figure 3. Initial SEM model estimation results

The results of the analysis in Figure 4.3 show that in the leadership style construct, there are 4 indicators that are invalid in measuring the construct, namely indicators X2.2, X2.3, X2.6 and X2.7. Next, in the locus control construct, there are 3 invalid indicators in measuring the construct, namely indicators X3.1, X3.3 and X3.4. Furthermore, in the organizational culture construct, there is 1 indicator that is invalid in measuring the construct, namely indicator X4.1, the innovative work behavior construct, there is 1 indicator that is invalid in measuring the construct, namely indicator Y.1 and in the employee performance construct, there is 7 indicators are invalid in measuring the construct, namely indicators Y2.1, Y2.6, Y2.7, Y2.8, Y2.11, Y2.12 and Y2.13. These sixteen indicators had a loading factor <math>< 0.7</math>, therefore these two indicators were dropped from the model and the SEM model was estimated again. The estimation results of the second model can be seen in the following table 2.

Table 2. The Result of Measurement Model

Construct	Indicator	Factor Loading	AVE	Composite Reliability
Creative self- efficacy	X1.1	0,704	0,574	0,870
	X1.2	0,795		
	X1.3	0,779		
	X1.4	0,702		
	X1.5	0,800		
Leadership Style	X2.1	0,860	0,679	0,863
	X2.4	0,743		
	X2.5	0,862		
Locus of Control	X3.2	0,779	0,773	0,891
	X3.5	0,837		
	X3.6	0,945		
Organizational Culture	X4.2	0,900	0,765	0,907
	X4.3	0,808		

	X4.4	0,912		
Innovative Work Behavior	Y1.10	0,782	0,589	0,928
	Y1.2	0,716		
	Y1.3	0,776		
	Y1.4	0,737		
	Y1.5	0,748		
	Y1.6	0,765		
	Y1.7	0,789		
	Y1.8	0,792		
	Y1.9	0,797		
Employee Performance	Y2.10	0,775	0,592	0,921
	Y2.14	0,763		
	Y2.15	0,796		
	Y2.2	0,828		
	Y2.3	0,739		
	Y2.4	0,766		
	Y2.5	0,765		
Y2.9	0,720			

Furthermore, discriminant validity is assessed based on the value of the square root AVE. Discriminant validity will be established when a construct has a square root AVE value higher than the correlation value with other constructs. The results show that discriminant validity was satisfied as seen in Table 3.

Table 3. Discriminant Validity

	X1	X2	X3	X4	Y1	Y2
X1	0,757					
X2	0,642	0,824				
X3	0,277	0,341	0,856			
X4	0,382	0,416	0,228	0,874		
Y1	0,590	0,581	0,468	0,486	0,767	
Y2	0,672	0,641	0,476	0,560	0,703	0,770

At the structural model stage, the relationship between the hypothesized constructs in the research model proposed in Figure 2 was evaluated. The value of the determination coefficient (R^2) and the significance of path analysis were computed to show how well the data supports the hypothesis. Based on Table 4, it can be seen that the three are exogenous constructs (creative self-efficacy, leadership style, locus of control, organizational culture) were able to explain 53% of the variance of the endogenous construct (IWB) and 68% construct employee performance. Since a good model must have an R^2 value of more than 33%, the results show a satisfactory model.

Table 4. The Value of R^2 (Determination Coefficient)

Variable	R Square	Criteria
<i>Innovative Work Behavior</i>	0,529	<i>moderate</i>
Employee performance	0,679	<i>strong</i>

From the R Square value above, it can be seen that this exogenous construct has more influence on employee performance than IWB. Exogenous creative self-efficacy, leadership style, locus

of control and organizational culture, if improved by management, will have a great influence on improving employee performance. Furthermore, there are 9 (nine) hypotheses to be tested in this structural model where the path coefficient value (β), T-Statistic dan significance (P-Value) should meet the requirements to support the proposed hypothesis. According to the path coefficient shows how strong the relationship between the two constructs is. The path coefficient value must be greater than 0.1 with a significance equal to or less than 0.05. The recommended T-Statistic value must also be greater than 1.96.

Table 5. Hypotheses Testing

No.	Hypotheses	Path Coefficient, t, p value	Result
1	Creative self-efficacy has a positive and significant effect on IWB.	Path Coefficient = 0,300; t = 3,504; p value = 0,000	accepted
2	Creative self-efficacy has a positive and significant effect on employee performance.	Path Coefficient = 0,290; t = 3,895; p value = 0,000	accepted
3	Leadership style has a positive and significant effect on IWB	Path Coefficient = 0,204; t = 2,070 p value = 0,019	accepted
4	Leadership style has a positive and significant effect on employee performance.	Path Coefficient = 0,158; t = 2,003; p value = 0,023	accepted
5	Locus of control has a positive and significant effect on IWB.	Path Coefficient = 0,264; t = 3,511; p value = 0,000	accepted
6	Locus of control has a positive and significant effect on employee performance.	Path Coefficient = 0,174; t = 2,660; p value = 0,004	accepted
7	Organizational culture has a positive and significant effect on IWB.	Path Coefficient = 0,226; t = 2,628; p value = 0,004	accepted
8	Organizational culture has a positive and significant effect on employee performance.	Path Coefficient = 0,222; t = 2,834; p value = 0,002	accepted
9	IWB has a positive and significant effect on employee performance.	Path Coefficient = 0,251; t = 2,689; p value = 0,004	accepted

Impact of Creative Self-Efficacy on IWB and Employee Performance

Creative Self-Efficacy exerts a substantial influence on both IWB and Employee Performance. The study validates Hypotheses 1 and 2, affirming that creative self-efficacy significantly and positively impacts both innovative work behavior and employee performance. A direct correlation is established: higher creative self-efficacy corresponds to elevated innovative work behavior, while lower creative self-efficacy is associated with diminished innovative work behavior. The research outcomes suggest an overall favorable level of creative self-efficacy; however, opportunities for improvement exist, particularly in enhancing knowledge and contributions related to problem-solving, generating new ideas, assisting others in expressing their ideas, and addressing challenging work problems. In light of these findings, efforts to augment innovative work behavior within the organization should concentrate on enhancing knowledge and fostering contributions in problem-solving, idea generation, assisting team members in expressing their ideas, and effectively addressing complex work challenges.

Leadership Style and Its Impact on IWB and Employee Performance

Confirming Hypotheses 3 and 4, this study concludes that leadership style indeed exerts a positive and significant influence on both innovative work behavior and employee

performance. While the overall evaluation of leadership style is favorable, there exists an opportunity for improvement, particularly in the proactive intervention of superiors when faced with challenges. Thus, initiatives aimed at fostering innovative work behavior should prioritize enhancing superiors' interventions during problem-solving scenarios.

Locus of Control's influence on IWB and Employee Performance

Hypotheses 5 and 6 find support in this study, establishing that locus of control significantly and positively impacts IWB and Employee Performance. A direct correlation emerges higher locus of control corresponds to heightened IWB, while lower locus of control is associated with diminished IWB. While the overall assessment of locus of control is positive, opportunities for improvement exist, particularly in terms of seizing opportunities to protect personal interests and completing tasks on time. Therefore, efforts to enhance IWB and employee performance should focus on refining the ability to seize opportunities and ensure timely task completion.

Organizational Culture's Impact on IWB and Employee Performance

Hypotheses 7 and 8 are validated in this study, affirming that organizational culture indeed has a positive and significant influence on both IWB and employee performance. The findings establish a clear correlation: higher organizational culture positively correlates with heightened IWB and employee performance, while lower organizational culture is associated with diminished IWB and employee performance. While the overall assessment of organizational culture is positive, there is room for improvement, particularly in fostering a culture that encourages daring to take risks in work to enhance Innovative Work Behavior.

Innovative Work Behavior's Impact on Employee Performance

Hypothesis 9 is validated, signifying that innovative work behavior indeed positively influences employee performance. This correlation underscores that heightened innovative work behavior is associated with improved employee performance, while reduced innovative work behavior correlates with diminished employee performance. Although the overall assessment of innovative work behavior is positive, opportunities for improvement lie in enhancing attention to non-personal work-related issues, generating authentic problem-solving solutions, and adopting new approaches to tasks. Consequently, efforts geared towards refining these aspects of innovative work behavior are crucial for advancing overall employee performance.

Managerial Implications

The managerial insights derived from the identified influence of self-efficacy on employee performance underline the importance of providing comprehensive training to bolster their confidence in task execution, thereby enhancing overall performance. Additionally, management can set specific targets for group leaders, and upon successful achievement, reward mechanisms can be implemented. This could involve providing space for team members to articulate and implement valuable ideas. In essence, the study calls for proactive management strategies aimed at leveraging creative self-efficacy to drive both innovative work behavior and overall employee performance.

To elevate employee performance, effective management requires superiors to make informed decisions and policies aligned with the future performance objectives of both individual employees and the organization. By cultivating a dynamic leadership approach, superiors can guide employees towards sustained and elevated levels of performance.

Management plays a crucial role in fostering Internal Locus of Control (Internal LOC) among employees. This involves providing motivation to empower employees to focus on an Internal

LOC. To reinforce the Internal LOC, management needs to implement a fair and consistent performance appraisal system that aligns with company values. Additionally, leaders should seek feedback from peers and team members, not solely relying on superiors, to ensure alignment with company values in evaluating employees.

Management plays a pivotal role in ensuring that the organizational culture aligns with company values. The encouragement of risk-taking in work can be augmented by establishing Standard Operating Procedures (SOPs) for all stages of work. Furthermore, superiors can empower team members to make decisions within their authority, provided they follow to SOPs. This approach not only nurtures a culture of risk-taking but also ensures decisions align with organizational values and guidelines.

Management also plays an essential role in fostering an environment that encourages innovation in the workplace. Providing employees with the freedom and encouragement to set targets for innovation and develop solutions to address problems can empower them to contribute more significantly to organizational success.

Conclusion

The study's outcomes affirm the validity of all proposed hypotheses through meticulous data analysis. Creative Self-Efficacy demonstrates a significant impact on both Innovative Work Behavior (IWB) and Employee Performance. Similarly, Leadership Style exhibits a notable positive association with IWB and Employee Performance. Moreover, Locus of Control exerts a positive influence on both IWB and Employee Performance, as does Organizational Culture. Additionally, IWB positively affects Employee Performance, with creative self-efficacy emerging as the variable with the most substantial impact on employee performance.

To enhance the creative self-efficacy at SIS, mining contractor company, management is advised to focus on elevating employee competence, motivation, and active participation. By providing an environment that encourages employees to express and implement innovative ideas, confidence in task execution can be bolstered, ultimately improving overall performance. Concurrently, to foster employee performance, management should concentrate on cultivating Internal Locus of Control (Internal LOC) by providing understanding and motivation. Ensuring alignment of organizational culture with company values and fostering a culture that allows every employee the freedom and encouragement to innovate at work are crucial steps in promoting a conducive work environment.

Nevertheless, the study is not without limitations. Firstly, the utilization of cross-sectional data introduces the potential for variations in results if conducted at different times. Secondly, the limited sample size, comprising 110 production leader group level respondents, restricts the generalizability of findings to all employees. Future research should consider conducting a longitudinal study enhance understanding of the dynamic relationships between creative self-efficacy, leadership style, locus of control, organizational culture, innovative work behavior, and employee performance. Additionally, exploring industry-specific contexts, conducting multinational studies to investigate cultural influences, implementing interventions to enhance specific variables, incorporating qualitative research methods to capture employee experiences, examining the impact of external factors, investigating the role of employee engagement, and conducting comparative analyses of different leadership styles could further enrich our understanding of the multifaceted interactions within organizational dynamics.

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