

The Role of Proactive Personality, Work-Related Flow, and Job Satisfaction in Promoting Employee Innovative Behavior

Mely Wahyuningsih*¹, Lista Meria

¹) Faculty of Economics and Business Esa Unggul University, Indonesia
Email : wnmely@esaunggul.ac.id

Abstract

Innovation is essential for organizational growth, with employee innovative behavior playing a pivotal role in driving innovation. This study examines the influence of proactive personality, job satisfaction, and work-related flow on enhancing employee innovative behavior. Using a quantitative approach with Structural Equation Modeling-Partial Least Squares (SEM-PLS) and SmartPLS 4.1, data were collected from 210 employees in the information technology industry in West Jakarta through purposive sampling. The results indicate that proactive personality positively affects employee innovative behavior and work-related flow, while work-related flow positively influences employee innovative behavior and mediates the relationship between proactive personality and employee innovative behavior. Additionally, job satisfaction significantly enhances employee innovative behavior. These findings provide valuable insights for organizations to develop strategies that foster employee innovative behavior effectively.

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INTRODUCTION

Employee innovative behavior encompasses the processes and procedures for generating, sharing, implementing, and realizing innovative ideas. It plays a critical role in enhancing the competitiveness of a company or organization (Ye et al., 2022). According to Akram et al. (2020), employee innovative behavior is a crucial competitive advantage for organizations, contributing to the long-term sustainability and success of companies while requiring significant commitment and attention from management. It is essential for companies to gain a competitive edge in an increasingly intense global market and to drive sustainable growth through innovation (M. M. Khan et al., 2021). Although

interest in corporate innovation has increased, research on how to stimulate employee innovative behavior remains relatively limited (Nehles et al., 2017). Over the past three decades, significant attention has been devoted to factors influencing employee innovative behavior, including leadership style (Bagheri et al., 2022; Iqbal et al., 2022) job characteristics (Kim et al., 2021) , and individual characteristics (Caniëls et al., 2022; Guillén & Kunze, 2019).

Proactive personality plays an important role in influencing employee innovative behavior in the workplace, particularly when considered in specific situational contexts such as work environments and organizational dynamics (Dai et al., 2024). McCormick et al. (2019) and Hu et al. (2020) emphasized that proactive personality has become increasingly important in organizational development, serving as a factor that enhances individual learning and performance. While several studies have demonstrated a strong link between proactive personality and employee innovative behavior, such as the research conducted by Mubarak et al. (2021), further exploration is needed to understand its mediation and moderation mechanisms. Thus, the concept of "work-related flow" is adopted as a mediating variable due to its subjective nature and significance as a source of positive emotions in the workplace (Datu & Mateo, 2017). Positive emotions in the workplace are believed to expand employees' thinking and actions, thereby increasing their engagement in innovation (Mubarak et al., 2021),

Job satisfaction plays a vital role in employee innovative behavior, as employees are considered valuable assets and foundational elements for building an organization (Alshebami, 2021). Organizations that provide appropriate compensation, proper supervision, adequate promotion opportunities, cooperative colleagues, and jobs aligned with job descriptions can positively influence employees' job satisfaction and strengthen their intention to stay longer (Alshitri, 2013). Employees with high levels of job satisfaction tend to adhere to established standards, act professionally, and think more creatively to innovate (Alshebami, 2021).

Previous studies have analyzed the correlation between proactive personality and employee innovative behavior (Wang et al., 2021; Ye et al., 2022). and the relationship between work-related flow and employee innovative behavior (Dai et al., 2024). Additionally, research has highlighted the positive impact of work-related flow as a mediator between proactive personality and employee innovative behavior (Dai et al., 2024). However, this study differs by incorporating job satisfaction as an additional variable into the research model previously used by Dai et al. (2024). This study focuses on employees working in the information technology industry in West Jakarta. Based on the explanation above, the purpose of this research is to analyze the role of proactive personality, work-related flow, and job satisfaction in enhancing employee innovative behavior. The authors hope this study will benefit themselves, provide insights to readers, and contribute positively by identifying factors that influence employee innovative behavior. Additionally, this research is expected to assist companies in designing

more effective human resource management strategies or methods to promote employee innovation in the workplace.

Proactive personality

Proactive personality is a stable tendency of individuals to influence environmental changes, characterized by strong intrinsic motivation and initiative to achieve goals (Bateman & Crant, 1993; Presbiteros, 2015) (Bateman & Crant, 1993) . Individuals with a proactive personality can create positive changes in the workplace despite facing obstacles, act independently, and take active steps to improve their environment (Maan et al., 2020). This characteristic encourages individuals to consider future consequences in decision-making (Collins & Parker, 2010) and to face job-related changes with high readiness by identifying and responding to opportunities aligned with their interests (Maan et al., 2020). Conversely, individuals with low proactivity levels tend to passively accept environmental changes, hindering adaptation and positive actions (Su & Zhang, 2020). Therefore, proactive personality significantly contributes to making individuals effective agents of change for organizations.

Job satisfaction

Job satisfaction is defined as the feeling of happiness resulting from the performance of something meeting expectations (Prajapati et al., 2023). It represents the perceptions and attitudes of employees toward their work (Setiadi et al., 2020). This happens when the results of their work align with their expectations (Mosadegh, 2003). Conversely, when there is a mismatch between expectations and results, employees may experience disappointment or dissatisfaction (Eliyana & Sridadi, 2020). The variation in job satisfaction among employees can be influenced by factors such as equal salary and benefits, appropriate incentives, fair recognition, positive attention and relationships between management and employees, availability of adequate work facilities, and working conditions that support productivity and well-being (Halim et al., 2020). Additionally, intrinsic motivation is discussed as performance in certain work situations or activities that produce feelings of pleasure, excitement, and satisfaction in those tasks (Deci & Ryan, 2013). Based on the perspectives of several experts on job satisfaction, Halmatus & Syah (2019) concluded that job satisfaction is an expression of employees' attitudes and feelings toward their work, compensation, promotion or education opportunities, and the work environment that influences these aspects.

Work Related Flow

Flow occurs when an individual is fully immersed in a task or activity, losing awareness of personal needs and the surrounding environment (Basyouni & El Keshky, 2021). It takes place within a certain time frame, and to reach it, individuals need to understand the conditions required and actively contribute to creating a supportive environment (Basyouni & El Keshky, 2021). The flow concept consists of three important elements: complete engagement, immersion in the task/activity, and intrinsic motivation (Csikszentmihalyi & Csikszentmihalyi, 1992; Csikszentmihalyi, 1997) . Work-related flow

is defined as an ideal mental state where employees experience enjoyment and full involvement in their work, with three key factors influencing it: focus, control, and enjoyment (Demerouti, 2006). When in work-related flow, an individual's perception of time changes, often feeling as if time passes quickly without realizing hours have gone by. On the other hand, failing to achieve work-related flow can result in the opposite perceptual effect (Carr, 2021). Many employees report that when they experience work-related flow, time at work seems to fly by, causing them to focus intensely on their tasks, neglect the environment around them, and become fully involved in the activity at hand (Liu et al., 2023).

Employee Innovative Behavior

Innovative behavior is the application of new ideas, processes, practices, and policies aimed at improving organizational effectiveness, business success, and long-term sustainability (Anderson et al., 2014). Employee innovative behavior refers to the efforts of individuals to implement new ideas, processes, products, or procedures in their work, involving creativity and initiative (Scott, 1994). According to Khan et al. (2020), employee innovative behavior includes three main stages: idea creation, idea promotion, and idea realization, showing that employees not only generate new ideas but also work to implement them. Innovation within organizations comes from how members express innovative behavior in their tasks, such as using creativity, being attentive to recognizing problems, and exploiting opportunities to trigger proactive creative thinking in applying new ideas (Tang et al., 2019). Employee innovative behavior has become an important factor among various business process resources, generating new ideas and solutions that benefit products, services, processes, and procedures (Kumar & Shukla, 2022). Therefore, employees need to adopt various skills and attitudes necessary to understand creative innovation and appropriate solutions for addressing innovative challenges (Khan et al., 2020). In this context, organizational innovation researchers continue to explore approaches to stimulate members' creativity and encourage them to apply creative ideas (Anderson et al., 2014).

The Relationship Between Proactive Personality and Employee Innovative Behavior

Proactive personality has the potential to positively correlate with innovative work behavior, which can be analyzed from various perspectives (Dai et al., 2024). Employees with a high level of proactive personality are more proactive in taking actions to develop new work methods, which allows them to acquire new knowledge, develop skills, and achieve both individual and organizational goals through active innovation (Fan et al., 2022). According to Wang et al. (2021), when an employee innovates, it is often accompanied by various risks, obstacles, and uncertainties that can cause stress due to the potential for failure. Despite facing several failures, individuals with a high level of proactive personality will remain motivated and progressively pursue their goals (Ye et al., 2022), even when confronted with new and uncertain environmental situations (S. Hu et al., 2020). This is consistent with findings from Su & Zhang (2020) and Dai et al. (2024), which show a positive influence between

proactive personality and employee innovative behavior, with both factors mutually influencing each other.

Hypothesis 1: Proactive Personality positively influences Employee Innovative Behavior.

The Relationship Between Proactive Personality and Work-Related Flow

Csikszentmihalyi (2020) and Peifer et al. (2020) formally introduced the concept of work-related flow into organizational behavior studies, illustrating the deep focus individuals experience when performing their tasks. According to Liu et al. (2022) and Peifer et al. (2020), work-related flow can occur in various activities, including when working. Individuals with a high proactive personality in an organization tend to be aggressive, pursue goals ambitiously, are dissatisfied with previous achievements, and take active steps to identify problems in a timely manner, enabling them to capitalize on emerging opportunities to face challenges (S. Hu et al., 2020). Schermuly & Meyer (2020) argue that important personality resources, such as a high proactive personality, provide significant opportunities to create an environment that supports the formation of work-related flow. This aligns with the findings of Dai et al. (2024), which involved frontline employees in China, indicating a positive relationship between proactive personality and work-related flow.

Hypothesis 2: Proactive Personality positively influences Work-Related Flow.

The Relationship Between Work-Related Flow and Employee Innovative Behavior

Work-related flow is a positive emotional state related to work, where an individual feels involved and enjoys their activities. This finding has been proven to enhance employee well-being and life satisfaction (Schermuly & Meyer, 2020). Employees experiencing work-related flow in their work tend to take full responsibility for their tasks, exhibit a strong sense of initiative, and possess strong intrinsic motivation (Bakker & van Woerkom, 2017). They also have the courage to enhance their creativity (Khan et al., 2021). According to research by Dai et al. (2024), there is a positive relationship between work-related flow and employee innovative behavior.

Hypothesis 3: Work-Related Flow positively influences Employee Innovative Behavior.

The Relationship Between Job Satisfaction and Employee Innovative Behavior

Employees are often considered valuable assets and the foundation of company growth, making their satisfaction, particularly job satisfaction, a key focus for organizations due to its impact on overall progress (Alshebami, 2021). Tang et al. (2019) state that job satisfaction encompasses employees' emotional responses to factors such as working conditions, job experience, and the nature of their responsibilities. Al-Taweel (2019) argues that to consistently ensure optimal satisfaction and effective resource utilization, strategies or task assignment methods tailored to each employee's specialization should be used. An unfriendly work environment not only limits employees in performing their tasks but also reduces their motivation to innovate and create new products and services beneficial to the company. Therefore, efforts must be made to reduce the gap in job satisfaction caused by the mismatch

between expectations and available facilities used by employees (Alshebami, 2021). Alshebami (2021) found a relationship between job satisfaction and employee innovative behavior.

Hypothesis 4: Job Satisfaction positively influences Employee Innovative Behavior.

The Relationship Between Proactive Personality and Employee Innovative Behavior Through Mediation of Work-Related Flow

Work-related flow plays an important mediating role in the influence of various individual or contextual factors on employee work performance (Dai et al., 2024). Based on research by Dai et al. (2024), empirical findings explain that proactive personality has a positive impact on work-related flow, which in turn positively affects employee innovative behavior. In other words, work-related flow plays a mediating role in the relationship between proactive personality and employee innovative behavior. This finding aligns with research conducted by Callea et al. (2022). Furthermore, work-related flow in work is linked to good performance outcomes and positive work attitudes (Shreffler & Huecker, 2022).

Hypothesis 5: Work-Related Flow mediates the relationship between Proactive Personality and Employee Innovative Behavior.

Based on the development of the hypotheses above, the research model is as follows:

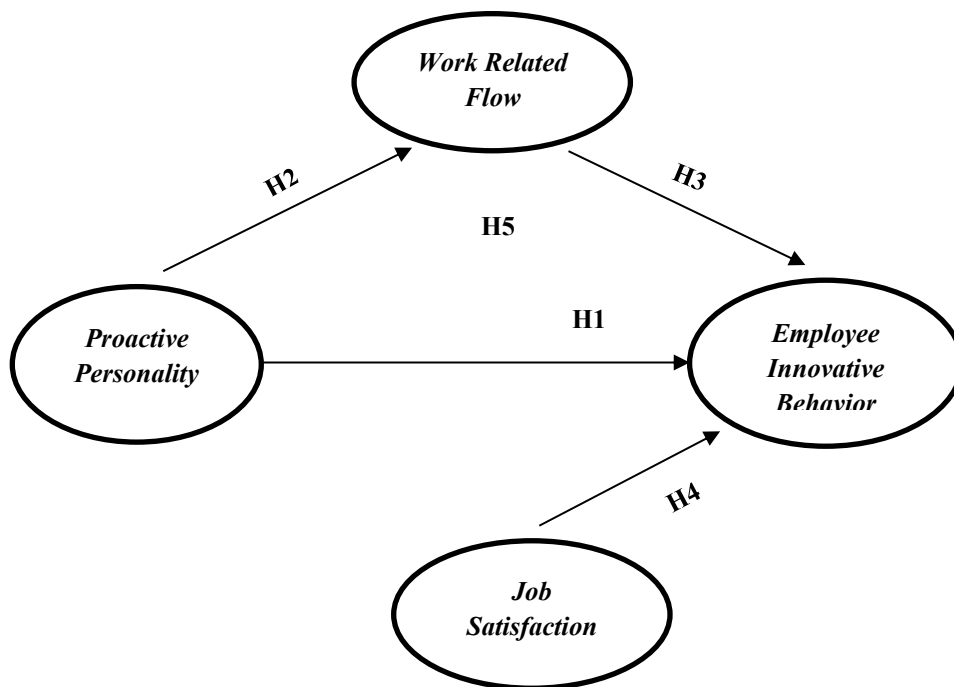


Figure 1. Research Model

METHOD

Research Design

This research design uses a causal associative approach to prove the relationships between the variables proposed in the hypotheses, and applies a deductive research design. Causal relationships refer to the cause-and-effect relationships between variables. The independent variables (influencing) in this research are proactive personality and job satisfaction, while the dependent variable (affected) is employee innovative behavior, with work-related flow as the mediating variable. This research applies a quantitative approach, where data is collected through the distribution of online questionnaires using Google Forms. Primary data is obtained from direct responses to the questionnaires filled out by respondents.

Measurement Instruments

The variables measured in this study include proactive personality, job satisfaction, employee innovative behavior, and work-related flow. Proactive personality is measured using 10 statements adapted from Bateman & Crant (1993) and Seibert et al. (2016). Job satisfaction is measured using 10 statements adapted from Jaiswal et al. (2017). Employee innovative behavior is measured using 9 statements adapted from Janssen (2000), and work-related flow is measured using 13 statements adapted from Bakker (2008). Therefore, the total number of questions in the questionnaire is 42. In this study, the questionnaire is distributed using a Likert scale, where respondents provide ratings with a scale range from 1 to 5 as alternative answers, which will be evaluated based on their scores. The alternative answer range includes: strongly disagree (STS), disagree (TS), neutral (N), agree (S), and strongly agree (SS). The operational definitions of variables are listed in Appendices 2 and 3.

Population and Sample

The population focused on in this research is employees actively working in the information technology industry in West Jakarta. The selection of this industry is based on its high level of technological knowledge, requiring innovation to compete with other organizations (Zubair & Kamal, 2015). This research uses a non-probability sampling method with purposive sampling techniques. This technique ensures that every element in the population is considered and has an equal chance of being selected as a research subject (Sugiyono, 2015). Therefore, the sample criteria used are respondents who currently hold positions as programmers, copywriters, technical support, and business analysts, and have permanent employee status with at least one year of tenure. Based on the requirements for using Structural Equation Model (SEM) analysis, the research requires a sample size of five to ten times the number of questionnaire items (Hair et al., 2020), meaning 210 respondents (42 x 5).

Data Analysis Method

This research adopts a Structural Equation Model Partial Least Square (SEM-PLS) approach, processed using SmartPLS 4.1 software, with data analysis involving two comprehensive measurement

models. The first stage, the Outer Model Analysis, evaluates the validity and reliability of constructs through five parameters: Convergent Validity, measured through loading factors, with values required to be greater than 0.70, Average Variance Extracted (AVE) with values required to be greater than 0.50 (Hair et al., 2017). Then, Discriminant Validity is evaluated using the Fornell-Larcker value with the requirement that values be above 0.60 (Hair et al., 2014), Composite Reliability, and Cronbach's Alpha, which must exceed 0.70, as proposed by Hair et al. (2017). Then, in the second stage, the Inner Model Analysis, the structural model is measured through four main parameters: path coefficients, Adjusted R Square (R^2) to measure the model's predictive power, Stone-Geisser (Q^2) to assess predictive relevance, and Model Fit tests using standard SRMR to evaluate the overall model fit.

Hypothesis testing in this study not only relies on the structural relationships between constructs but also requires the measurement model that accurately explains how each construct is measured. Statistical significance is tested using the critical t-value, where for a one-tailed test, the critical t-value is set at 1.65 with a significance level (p-value) of 5% (0.05). A hypothesis is considered significant if the p-value is less than 0.05. To conclude that the hypothesis is significant at this level, the critical t-value must exceed 1.65. Therefore, the p-value is considered significant if the significance level reaches 5% (0.05), while the critical t-value must reach more than 1.65. The combination of both stages of analysis ensures that the resulting model is not only valid and reliable but also has strong predictive power and high predictive relevance, providing a solid foundation for inference and generalization of the research results.

RESULTS AND DISCUSSION

Demographic Test

Based on data collected through an online Google Form survey, 235 responses were received, of which 210 respondents met the predefined criteria. Among the respondents, 73.80% were male and 26.19% were female. Regarding age groups, 43.33% were aged 21-25, 37.14% were aged 25-30, 15.71% were aged 30-40, 3.33% were aged 40-45, and 0.47% were over 45 years old. In terms of educational background, 19.05% had completed high school, 17.14% had a diploma (D3), 59.52% had a bachelor's degree (S1), 4.28% had a master's degree (S2), and no respondents held a doctoral degree (S3). Regarding tenure, 38.57% had worked for 1-2 years, 37.62% for 3-4 years, 17.14% for 5-7 years, and 6.67% had been employed for more than 7 years.

Outer Model

This research began with an outer model test to estimate indicators and latent variables. The outer model test included an evaluation of construct validity, which encompassed Convergent Validity, Discriminant Validity, and Average Variance Extracted (AVE), by examining the loading factor values of each variable's indicators. The test results showed that not all indicators for each variable had a

loading factor value of ≥ 0.7 . Three indicators in the WRF variable were invalid due to loading factor values of ≤ 0.7 . These invalid indicators were then removed, leaving 39 valid indicators.

The next validity test involved evaluating the Average Variance Extracted (AVE), which assesses how much variance of the indicators contributes to their latent variable or construct. The calculated AVE values in this research met the criteria for Convergent Validity, as the AVE values for each construct exceeded the minimum threshold of 0.50.

The subsequent stage involved construct reliability analysis to assess the reliability of the indicators in forming latent variables (Hair et al., 2019). In this analysis, Cronbach's Alpha was used to determine the lower bound of the actual reliability of a variable, while Composite Reliability measured the actual reliability of the variable. If the Composite Reliability and Cronbach's Alpha values reached or exceeded 0.70, they were considered adequate, indicating that the indicators within the construct were reliable in measuring the same variable (Hair et al., 2017). The results were as follows: Variable EIB (Cronbach's Alpha = 0.939, Composite Reliability = 0.940), Variable JS (Cronbach's Alpha = 0.924, Composite Reliability = 0.926), Variable PR (Cronbach's Alpha = 0.932, Composite Reliability = 0.935), and Variable WRF (Cronbach's Alpha = 0.933, Composite Reliability = 0.936).

The next validity test, Discriminant Validity, aims to demonstrate that latent variables are distinct from one another (Hair et al., 2014). Discriminant Validity is considered adequate if the AVE value for each construct is greater than the correlation with other constructs or if the Discriminant Validity value exceeds 0.60 (Hair et al., 2014). The correlation values (square root of AVE) were as follows: Employee Innovative Behavior = 0.821, Job Satisfaction = 0.771, Proactive Personality = 0.788, and Work Related Flow = 0.791. Each square root of AVE value was higher than the correlations with other variables, indicating that the constructs were valid.

Inner Model

The next step was the inner model test, aimed at describing relationships among latent variables and determining direct or indirect effects among these variables. The inner model test included R-Square, Q-Square, model fit evaluation, and path coefficients analysis. Initially, structural model testing was conducted, producing R-Square values for each equation (Hair et al., 2019). The R-Square value for Employee Innovative Behavior was 0.633, indicating that the independent variables simultaneously explained approximately 63.3% of the variance in Employee Innovative Behavior, while the remaining variance was influenced by other variables not included in this research. Similarly, the R-Square value for Work Related Flow was 0.335, indicating that 33.5% of its variance could be explained by Proactive Personality, with other factors accounting for the rest.

The next test was the Q-Square test, which evaluates how well the model and its parameter estimates predict observed values (Hair et al., 2019). The Q-Square value for Employee Innovative Behavior was 0.423, indicating the model's Predictive Relevance in predicting this variable based on the independent variables. Meanwhile, the Q-Square value for Work Related Flow was 0.205, suggesting that the model also had Predictive Relevance for this variable.

The model fit test evaluated the goodness-of-fit of the model using SRMR and NFI values. SRMR assesses the difference between the observed and expected correlation root mean square. According to Hair et al. (2017) and L. T. Hu & Bentler (1999), an SRMR value less than 0.10 is considered acceptable. Meanwhile, an NFI value between 0 and 1 indicates an acceptable level of model fit (Lohmöller, 2013). The SRMR value for this research was 0.074, indicating an acceptable fit. The NFI value was 0.775, also indicating an acceptable level of fit.

The final stage of the inner model test was hypothesis testing using Path Coefficients. These coefficients were analyzed to evaluate the hypotheses based on T-Statistic and p-value. A hypothesis is considered significant if the T-Statistic is greater than 1.65 and the p-value is less than 0.05. The results indicated that all five hypotheses met these criteria. For direct effects: H1 (T-Statistic = 3.725, p-value = 0.000), H2 (T-Statistic = 9.774, p-value = 0.000), H3 (T-Statistic = 2.840, p-value = 0.002), and H4 (T-Statistic = 4.874, p-value = 0.000). For the indirect effect: H5 (T-Statistic = 2.558, p-value = 0.005). These results supported the hypotheses, indicating significant relationships among the variables.

Hypothesis	Hypothesis Statements	Original sample (O)	<i>T statistics</i>	<i>P values</i>	Explanation
Direct Effect Test Results					
H1	<i>Proactive Personality</i> secara positif mempengaruhi <i>Employee Innovative Behavior</i>	0,322	3,725	0,000	Data Mendukung Hipotesis
H2	<i>Proactive Personality</i> secara positif mempengaruhi <i>Work Related Flow</i>	0,581	9.774	0,000	Data Mendukung Hipotesis
H3	<i>Work Related Flow</i> secara positif mempengaruhi <i>Employee Innovative Behavior</i>	0,186	2,840	0,002	Data Mendukung Hipotesis
H4	<i>Job Satisfaction</i> secara positif mempengaruhi <i>Employee Innovative Behavior</i> .	0,412	4,847	0,000	Data Mendukung Hipotesis
Non Direct Effect Test Results					
H5	<i>Work Related Flow</i> memediasi hubungan antara <i>Proactive Personality</i> dan <i>Employee Innovative Behavior</i>	0,108	2,558	0,005	Data Mendukung Hipotesis

Discussion

The first hypothesis test demonstrates that proactive personality (PP) positively impacts employee innovative behavior (EIB). Employees with high levels of proactive personality tend to actively seek new methods to accomplish tasks and identify effective ways to perform their duties. These employees often evaluate the benefits of the innovative ideas they propose. Despite facing various obstacles, individuals with high proactive personality remain motivated and enthusiastic in progressively achieving their goals (Ye et al., 2022). Overall, this finding supports the hypothesis that proactive personality positively influences employee innovative behavior. This result aligns with previous studies conducted by Su & Zhang (2020) and (Dai et al., 2024). Therefore, it can be concluded that this study's findings are consistent with prior research.

The second hypothesis test shows that proactive personality (PP) positively influences work related flow (WRF). Employees with high proactive personality are not only more effective in analyzing opportunities but also demonstrate significant capability to bring about positive changes in the workplace. Additionally, they exhibit high enthusiasm while working and can maintain focus when completing tasks. One factor contributing to their positive feelings stems from work routines, which further reinforce the positive contribution of proactive personality to work related flow. The findings of this study align with those of (Dai et al., 2024), which concluded that proactive personality positively affects work related flow. Thus, it can be concluded that this study's findings are consistent with previous research.

The third hypothesis test reveals that work related flow positively influences employee innovative behavior. Employees experiencing work related flow tend to feel more motivated in their work and often become deeply engrossed in their tasks, losing awareness of their surroundings. Furthermore, such employees are inclined to generate new ideas to solve problems and continuously seek new methods of working. Consequently, their innovative ideas are effectively implemented due to their high levels of focus. This research strengthens findings from previous studies, such as those by Dai et al. (2024) and Schermuly & Meyer (2020), which found a positive relationship between work related flow and employee innovative behavior. Thus, it can be concluded that this study's findings align with prior research.

The fourth hypothesis test demonstrates a positive relationship between job satisfaction and employee innovative behavior. This indicates that job satisfaction is not only reflected in the comfort employees feel while working but also in how their skills and expertise are applied to perform tasks. By aligning task assignments with employees' skills, organizations can enhance job satisfaction by ensuring that employees work in areas where they feel most competent and passionate. These findings are consistent with Alshebami (2021) research, which involved respondents from the small and medium

enterprise (SME) sector in Saudi Arabia. Therefore, it can be concluded that this study's results are aligned with prior research.

The final hypothesis test reveals that work related flow positively mediates the relationship between proactive personality and employee innovative behavior. Employees with high proactive personality tend to exhibit high levels of focus and professionalism in their work and are often entirely immersed in their tasks, undistracted by external factors. They take pride in seeing their innovative ideas realized and continually seek new methods to enhance living standards while utilizing their skills to identify opportunities. Such employees also generate innovative ideas as solutions when facing challenges. This indicates that proactive personality enhances work related flow, which in turn boosts employee innovative behavior. These findings are consistent with those of Callea et al. (2022) and Dai et al. (2024), who found that individuals with high proactive personality are more professionally competent and take active steps to achieve their goals, which supports positive work related flow. This positive flow not only leads to better work output and attitudes but also enhances employee creativity, fueled by their enthusiasm for work. Overall, these findings support the hypothesis that work related flow positively mediates the relationship between proactive personality and employee innovative behavior. Therefore, it can be concluded that this study's findings are consistent with prior research.

CONCLUSION

This study demonstrates that proactive personality, work-related flow, and job satisfaction contribute positively to enhancing employee innovative behavior. Employees with a high proactive personality tend to actively seek new methods, take initiatives, and focus on work efficiency, making them more prepared to adopt innovative ideas. Proactive personality also enhances work-related flow due to strong internal motivation and the ability to enjoy their work. Work-related flow plays a crucial role in fostering creativity and innovative solutions, as optimal focus allows employees to think more creatively. Additionally, job satisfaction motivates employees to think creatively and develop innovative ideas. Finally, work-related flow mediates the relationship between proactive personality and employee innovative behavior, strengthening creativity and motivation through optimal focus and engagement.

This study has several limitations that can be addressed in future research. First, the survey only involved employees in IT companies, so further studies are needed to test whether the research model and conclusions apply to other sectors, such as manufacturing, hospitality, tourism, and finance. Second, the respondents were limited to specific positions (programmer, copywriter, technical support, and business analyst) with permanent employment status and a minimum of one year of service. Future research is recommended not to restrict positions, employment status, or length of service, as employee innovative behavior applies to all job disciplines. Third, this study was limited to the West Jakarta area,

making it insufficient to represent Indonesia's population as a whole. Future research should expand the geographical scope of respondents. Fourth, this study only explored the indirect effect of proactive personality on employee innovative behavior through the mediation of work-related flow. Future studies are encouraged to include additional variables and consider other contextual factors that may influence this relationship.

This study provides several managerial implications to enhance employee innovative behavior. First, companies need to create a dynamic work environment that supports work-related flow through training programs that enhance employees' competence, internal motivation, and focus. Second, job satisfaction can be improved by addressing aspects such as compensation, work-life balance, and recognition for achievements. Third, regular performance evaluations are essential to monitor employee progress and ensure their potential aligns with organizational needs. Companies can also encourage proactivity by offering training in decision-making and problem-solving initiatives. Finally, as work-related flow mediates the relationship between proactive personality and employee innovative behavior, organizations should foster workplace conditions that support employee focus and engagement. By implementing these measures, companies can effectively enhance employee innovative behavior.

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