International Journal of Social Science and Human Research

ISSN (print): 2644-0679, ISSN (online): 2644-0695

Volume 09 Issue 03 March 2026

DOI: 10.47191/ijsshr/v9-i3-56, Impact factor- 8.361

Page No: 2191- 2202

The Influence of Creativity, Proactive Personality, and Self-Efficacy on Employee Performance Mediated by Work Engagement

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ABSTRACT: The objectives of this study are (1) analyzing the influence of creativity, proactive personality, and self-efficacy on employee performance and work engagement, and (2) examining the role of work engagement as a mediating variable in the relationship between creativity, proactive personality, and self-efficacy on employee performance in the event organizer industry in Jakarta. This study used a quantitative approach with primary data through questionnaires to 420 employees with a minimum six month work period in event organizer companies in Jakarta, Depok, and Bekasi. Data analysis used in this study is structural equation modeling (SEM Amos) approach. The findings of this study show that creativity, proactive personality, and self-efficacy have a positive effect on work engagement and employee performance. Work engagement is a partial mediator in the relationship between creativity, proactive personality, and self-efficacy on employee performance partially. These results indicate that performance improvement is influenced by personal resources and employee involvement in work. The theoretical implication is that employee personal resources play an important role in increasing work engagement and performance in creativity-based industries. Practically, the results of this study can be used as a basis for event organizer company management to design performance improvement policies through strengthening work engagement and developing employee personal characteristics. The limitations of this study lie in its focus on the event organizer industry in a particular region and the use of data based on respondents' perceptions, so that further research is recommended to expand the industrial sector, research area, and consider mixed methods or additional data sources.

KEYWORDS: creativity, proactive personality, self-efficacy, work engagement, employee performance.

I. INTRODUCTION

Human resources (HR) have a strategic role in facing the era of globalization and digitalization which is characterized by increasing the tight levels of competition. (Gerhart & Feng, 2021). In the dynamic business environment, organizations need human resources who are capable of adapting to change, contributing sustainably, and creating added value. Therefore, human resources are no longer viewed as a factor of production, but rather as a source of sustainable competitive advantage. (Gerhart & Feng, 2021; Wijayanti & Budiani, 2021). The increasing complex development of the business environment also encourages organizations to realize the importance of HR management in supporting organizational sustainability and achieving competitive advantage. (Sakthimala & Deepalakshmi, 2023).

The contribution of human resources to organizational success is reflected through the individual performance produced by employees.(Varshney et al., 2025; Mohammad et al., 2025).In the context of modern organizations, the concept of employee performance is no longer focused on fulfilling formal tasks, but has evolved into a measure that reflects adaptability, initiative, and the ability to create new value for the organization.(Hasinat et al., 2024).Effective employee performance is also characterized by the ability to produce innovations in the form of ideas, methods and technology that can increase the efficiency and productivity of the organization.(M. F. Islam et al., 2025).Thus, individual performance is one of the main determinants of organizational success in facing increasingly complex business competition.

While individual performance plays a crucial role in determining organizational success, achieving optimal performance is not easy. This challenge also exists in the service industry including the event organizer (EO) industry in Indonesia. The EO industry plays a crucial role in organizing various events such as concerts, exhibitions, seminars, conferences, and even weddings. (Allen et al., 2022). This industry not only functions as an event organizer, but is also an important part of the creative industry ecosystem and has links with various other sectors as well as tourism, hospitality, media, and entertainment.

The strategic role of the EO industry is also evident in its contribution to supporting creative economic activities, particularly in the MICE (Meetings, Incentives, Conventions, and Exhibitions) subsector. Based on data from the Ministry of Tourism and Creative Economy (2024) The event organizer (EO) industry is linked to various other creative economy subsectors, thus potentially

contributing significantly to national economic growth. Furthermore, various types of activities, such as training, business meetings, exhibitions, and sporting events, also require EOs to act as primary organizers.

The development of the event organizer (EO) industry in Indonesia has shown significant dynamics, especially after the COVID-19 pandemic. A survey conducted by the Indonesia Event Industry Council (IVENDO) showed that in 2022, approximately 97.86% of event organizers had resumed work across Indonesia after experiencing a decline in activity during the pandemic. This demonstrates the EO industry's ability to recover and adapt to the changing of business environments. Furthermore, businesses that contain elements of art and creativity, such as EO, have become an integral part of the modern lifestyle. (Dewidianto et al., 2024).

Although the event organizer (EO) industry is showing signs of recovery post-pandemic, this sector still faces several challenges. The EO industry which is part of the MICE subsector, in 2025 is facing pressure due to government budget cuts and changing economic conditions. The IVENDO (2025) survey shows that some EO industry players are experiencing a decline in business activity due to the cancellation of various events, particularly those related to government programs and large companies. This situation indicates that the EO industry is currently in a transitional phase, with some businesses still struggling while others are beginning to show signs of recovery through various innovations and service diversification.

The pressures faced by the EO industry also impact organizational performance and individual employee performance. Data from Indonesian Event Industry Council (2025) shows that Jakarta, as a major MICE destination, is experiencing a relatively high event cancellation rate, reaching around 23.58%. This situation not only impacts company revenue but also impacts employee morale and individual performance within the organization. A preliminary study conducted in mid-2025 indicated a decline in employee performance due to increased event cancellations, project rescheduling, and changes to event plans in several areas in and around Jakarta.

Individual performance in an organization is influenced by both internal and external factors (Peethambaran & Naim, 2025; Mohammad et al., 2025). Previous study shows that excellent performance is not only determined by the organizational structure or management system, but also depends on the psychological and behavioral characteristics of individual employees. (Maryadi et al., 2025; Peethambaran & Naim, 2025). Therefore, understanding the psychological factors that influence employee performance is very important, especially in service industries that rely on creativity and human interaction such as the EO industry.

One of the factors that influence employee performance is creativity. Creativity is an individual's ability to generate new ideas or combine existing ones into more effective and innovative solutions (Wang & Zhang, 2025). In the EO industry, employee creativity is essential for creating unique and engaging event concepts that meet client's high expectations. Previous study has shown that creativity positively impacts employee performance by encouraging innovative solutions to various organizational problems. (Rompas et al., 2020; Hendrik & Utami, 2025). Creative employees tend to have higher initiative and are able to generate ideas that can improve the quality of organizational services.

Besides creativity, another factor that influences employee performance is proactive personality. Proactive personality refers to an individual's tendency to take initiative, identify opportunities, and take actions that can bring positive change to the organization. (Teye-Kwadjo & Bruin, 2021). Individuals with a proactive personality don't simply wait for instructions from their seniors, but actively seek to anticipate problems and formulate solutions. In the highly dynamic event organizer (EO) industry, proactive behavior is essential to ensure smooth event execution and maintain client satisfaction.

Previous study showed that proactive personality has a positive relationship with various employee performance indicators (Doğanülkü & Korkmaz, 2025; Urbini et al., 2025; Zia & Naveed, 2025).However, several studies also show that the psychological mechanisms that explain how proactive personality can improve employee performance are still not comprehended .(Sumaneeva et al., 2021).Therefore, further research is needed to understand the psychological processes that bridge the relationship between proactive personality and employee performance.

Besides creativity and proactive personality, self-efficacy is also an important factor influencing individual performance. Self-efficacy refers to an individual's belief in their ability to complete tasks and face challenges at work.(Devi et al., 2025). Individuals with high levels of self-efficacy tend to have stronger motivation, greater persistence, and better ability to overcome various obstacles at work. Previous study showed that self-efficacy has a positive influence on employee performance because individuals with high self-confidence tend to demonstrate greater levels of effort in completing work tasks (Ali & Wardoyo, 2021; Alessandri et al., 2025).

However, the relationship between various personal resources such as creativity, proactive personality, self-efficacy and employee performance is not always straightforward. Various studies showed that this relationship is often mediated by certain psychological mechanisms which one of them is work engagement (Bakker et al., 2012; Bakker et al., 2023). Work engagement refers to a positive psychological state characterized by high levels of vigor, dedication, and absorption in work. Employees with high levels of work engagement tend to perform better since they have a strong intrinsic motivation to complete tasks and achieve organizational goals.

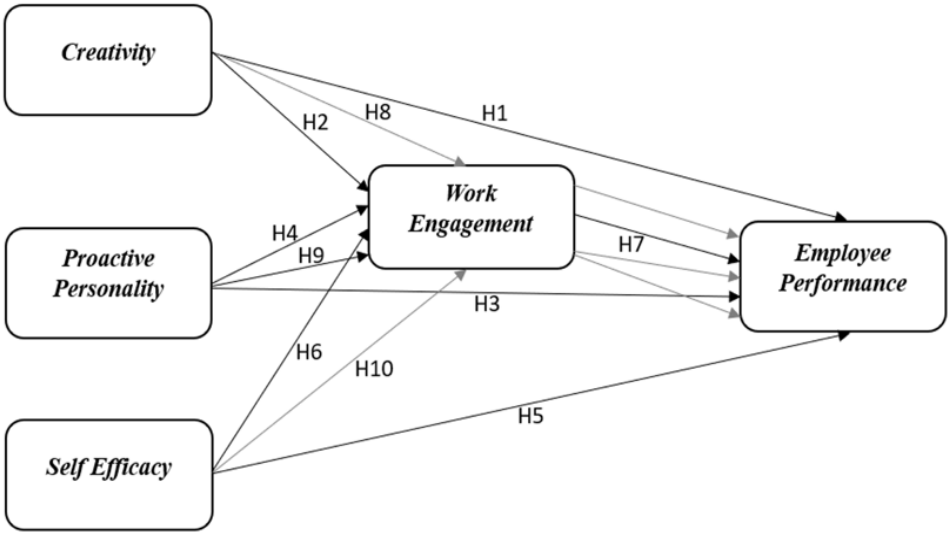
Previous study also showed that work engagement acts as a mediator that connects various personal resources with employee performance (Bernales-Turpo et al., 2022; Mohammad et al., 2025). Through this mechanism, personal resources such as creativity,

proactive personality, and self-efficacy can increase employee engagement in work, which contributes to improved individual performance. However, most studies that had been done only focused on the direct relationship between these variables, leaving the psychological mechanisms explaining these relationships unexplored.

Furthermore, research on the role of work engagement as a mediating variable is still relatively limited in the context of creative industries, particularly in the event organizer industry. However, the dynamic, creativity-based, and high-pressure of work in the event organizer industry makes work engagement a crucial factor in determining employee performance success. Therefore, studying psychological mechanisms related to personal resources and employee performance in the event organizer industry is highly relevant.

Based on the description above, this study aims to analyze the influence of creativity, proactive personality, and self-efficacy on employee performance with work engagement as a mediating variable in the context of the event organizer industry. This study is expected to provide theoretical contributions to the development of literature on organizational behavior, particularly regarding the psychological mechanisms that explain the relationship between personal resources and employee performance. In addition, this study is also expected to provide practical implications for human resource management in the EO industry to improve employee performance and maintain business sustainability amidst the competition complexity.

The conceptual framework of the research is shown in the image below:



II. RESEARCH METHOD

This study uses quantitative methods as research design by collecting primary data. This approach involves conducting tests aimed at testing hypotheses regarding the influence of creativity, proactive personality, and self-efficacy to employee performance mediated by work engagement. The time dimension used is cross-sectional which means that the data collection in this study is only collected once or *one shot* (Sekaran & Bougie, 2016). The data collection period was August 2025 to December 2025 carried out using field study or survey by distributing questionnaires directly to employees with a minimum of six months of work experience at event organizer companies in Jakarta, Depok, and Bekasi, which obtained 420 respondents. The data analysis used is Structural Equation Modeling (SEM Amos) approach.

III.RESULT

A. Respondent Characteristics

Overall, the demographic description of the respondents is as follows:

Table 1. Respondent Characteristics

Demographic Characteristics	Category	Frequency	Percentage (%)
Gender	Male	230	54.76%
	Female	190	45.24%
	Total	**420**	**100.00%**
Age	20–25 years	64	15.24%
	>25–30 years	168	40.00%

Demographic Characteristics	Category	Frequency	Percentage (%)
	>30–35 years	104	24.76%
	>35–40 years	51	12.14%
	> 40 years - 50 years	33	7.86%
	Total	**420**	**100%**
Last education	High School / Vocational School	84	20.00%
	Diploma (D3)	106	25.24%
	Bachelor's Degree (S1)	188	44.76%
	Master's Degree (S2/S3)	42	10.00%
	Total	**420**	**100.00%**
Marital status	Not married	168	40.00%
	Married	230	54.76%
	Divorced / Widowed / Widower	22	5.24%
	Total	**420**	**100%**
Working Hours in the EO Industry	< 1 year	42	10.00%
	>1–2 years	106	25.24%
	>2–5 years	148	35.24%
	>5–10 years	95	22.62%
	>10 years-20 years	29	6.90%
	Total	**420**	**100%**
Position / Title in the Organization	Operational Staff / Event Implementer	210	50.00%
	Coordinator / Supervisor	106	25.24%
	Manager / Supervisor	64	15.24%
	Leader / Owner	40	9.52%
	Total	**420**	**100%**
Average Income per Month	< Rp. 4.000.000	64	15.24%
	Rp. 4.000.000 – Rp. 6.999.999	148	35.24%
	Rp. 7.000.000 – Rp. 10.999.999	126	30.00%
	≥ Rp 11.000.000 - Rp 15.000.000	82	19.52%
	Total	**420**	**100%**

The results of data analysis based on demographic characteristics according to the table above are as follows:
The gender of 230 respondents (54.76%) was male, and 190 respondents (45.24%) were female. This condition indicates that gender domination in the EO industry is relatively balanced, but slightly more male due to the involvement of technical operations in the field. The productive age group is dominant especially those aged >25–30 years (40.0%), which reflects that EO tends to recruit many young and active workers. The majority of respondents have a bachelor's degree (S1) with a total of 188 people (44.78%). This shows that positions in EO, especially those related to planning, management, and creativity, are often filled by workers with higher education.
A total of 230 respondents (54.76%) were married, a common finding among adult workers in urban areas like Greater Jakarta. A total of 148 respondents (35.2%) had >2–5 years of work experience. This indicates that many respondents are already in the middle phase of their careers in the event organizer industry.

Most respondents were in operational/event management positions with a total of 210 people (50.0%). This composition reflects the organizational structure of EO, where operational staff dominates but also includes leadership and managerial levels. A total of 148 respondents (35.2%) earned income in the range of Rp 4,000,000 – Rp 6,999,999. This compensation reflects the diversity of income in the EO industry, depending on position, project responsibilities, experience, and organizational size.

B. Convergent Validity Test

Validity testing is used to measure the validity of a questionnaire. A questionnaire is considered valid if the statements accurately convey what it is intended to measure. Validity testing is conducted to determine whether respondents understand the meaning of the statements in the questionnaire, ensuring that their answers reflect the actual situation. If the factor loading is ≥ 0,50, the statement item is valid. The results of the validity test are presented in the following table:

Table 2. Convergent Validity Test

Variable	Item	CFA	Description	Variable	Item	CFA	Description
Creativity	X1.1	0,879	Valid	***Employee Performance***	Y1	0,986	Valid
	X1.2	0,891	Valid		Y2	0,975	Valid
	X1.3	0,871	Valid		Y3	0,963	Valid
	X1.4	0,876	Valid		Y4	0,964	Valid
	X1.5	0,865	Valid		Y5	0,685	Valid
	X1.6	0,863	Valid		Y6	0,673	Valid
	X1.7	0,877	Valid		Y7	0,756	Valid
Proactive Personality	X2.1	0,866	Valid		Y8	0,699	Valid
	X2.2	0,911	Valid		Y9	0,674	Valid
	X2.3	0,95	Valid		Y10	0,971	Valid
	X2.4	0,931	Valid		Y11	0,958	Valid
	X2.5	0,941	Valid		Y12	0,963	Valid
	X2.6	0,934	Valid		Y13	0,956	Valid
	X2.7	0,88	Valid		Y14	0,966	Valid
	X2.8	0,86	Valid		Y15	0,981	Valid
	X2.9	0,853	Valid		Y16	0,902	Valid
Self Efficacy	X3.1	0,875	Valid		Y17	0,751	Valid
	X3.2	0,773	Valid		Y18	0,687	Valid
	X3.3	0,957	Valid		Y19	0,697	Valid
	X3.4	0,778	Valid		Y20	0,907	Valid
	X3.5	0,816	Valid		Y21	0,913	Valid
	X3.6	0,957	Valid		Y22	0,752	Valid
	X3.7	0,722	Valid		Y23	0,691	Valid
	X3.8	0,673	Valid		Y24	0,684	Valid
Work Engagement	Z1	0,856	Valid		Y25	0,721	Valid
	Z2	0,774	Valid		Y26	0,91	Valid
	Z3	0,663	Valid		Y27	0,758	Valid
	Z4	0,962	Valid		Y28	0,697	Valid
	Z5	0,652	Valid		Y29	0,687	Valid
	Z6	0,68	Valid		Y30	0,713	Valid
	Z7	0,808	Valid		Y31	0,991	Valid
	Z8	0,98	Valid		Y32	0,773	Valid
	Z9	0,954	Valid		Y33	0,784	Valid
	Z10	0,749	Valid		Y34	0,743	Valid
	Z11	0,935	Valid		Y35	0,977	Valid
	Z12	0,793	Valid		Y36	0,978	Valid
	Z13	0,952	Valid		Y37	0,922	Valid
	Z14	0,941	Valid		Y38	0,983	Valid
	Z15	0,766	Valid		Y39	0,979	Valid
	Z16	0,492	Valid		Y40	0,991	Valid
	Z17	0,696	Valid		Y41	0,992	Valid
					Y42	0,986	Valid
					Y43	0,979	Valid

Source: Results of descriptive data processing using SPSS 25 Amos (2025)

The results of the validity test showed that all items from the variables of creativity, Proactive Personality, Self-Efficacy, Work Engagement, and employee performance are proven valid since each indicator produces a Confirmatory Factor Analysis (CFA) > 0.50, indicating that each indicator from the dimension is understood by respondents according to the research objectives.

C. Discriminant Validity Test

Discriminant validity test is conducted to ensure that each construct in the research model has a clear difference with other constructs, or in other words, each variable actually measures a different concept. Discriminant validity can be said to be fulfilled if the square root value of Average Variance Extracted (AVE) on the diagonal of the table (the value in the main column) is greater than the correlation between variables outside the diagonal (the value in the other rows and columns).

Table 3. Discriminant Validity Test

Variables/ Sub	Discriminant validity				
	1	2	3	4	5
Creativity	**0,875**				
Proactive Personality	0,465	**0,904**			
Self-Efficacy	0,386	0,253	**0,825**		
Work Engagement	0,142	0,133	0,16	**0,814**	
Employee Performance	0,467	0,285	0,138	0,083	**0,850**

Data source: SPSS 25 Amos Graphic standardized regression weight data processing results (2025)

Based on the results above, it obtained that the squared AVE value for each construct is: Creativity (0.875), Proactive Personality (0.904), Self-Efficacy (0.825), Work Engagement (0.814), and Employee Performance (0.850). All these values are higher than the correlation between off-diagonal variables, such as the correlation between Creativity and Proactive Personality (0.465) or Self-Efficacy and Work Engagement (0.160). Thus, the results of this test indicate that all constructs in the study have good discriminant validity.

D. Reliability Test

Construct reliability testing was conducted by calculating Composite Reliability (CR) and Cronbach's Alpha values. CR values for all constructs were above 0.70, indicating internal consistency.

Table 4. Reliability Test

Variables	Composite reliability
Creativity	0,957
Proactive Personality	0,974
Self-Efficacy	0,938
Work Engagement	0,951
Employee Performance	0,949

Data source: SPSS 25 Amos Graphic standardized regression weight data processing results (2025)

The test results showed that Composite Reliability reflects the actual contribution of indicators to the construct based on the calculation of factor weights (outer loadings) of each indicator (Hair et al., 2019). The results of the construct reliability test presented in Table 14 showed that all variables in this study had Composite Reliability (CR) values above 0.90, namely Creativity (0.957), Proactive Personality (0.974), Self-Efficacy (0.938), Work Engagement (0.951), and Employee Performance (0.949). These values exceed the minimum limit of 0.70. So it can be concluded that all constructs meet the criteria for excellent reliability.

E. Hypothesis Testing

The influence of creativity, Proactive Personality, Self-Efficacy, Work Engagement, and employee performance, can be seen in Table 5 below:

Table 5. Hypothesis Testing

Research hypothesis		Estimate (β)	P-Value	Conclusion
H1	Creativity has a positive effect on Employee Performance	0,218	0,003	supported
H2	Creativity has a positive effect on Work Engagement	0,197	0,000	supported
H3	Proactive Personality has a positive influence on employee performance	0,262	0,000	supported
H4	Proactive Personality has a positive influence on work engagement	0,188	0,000	supported
H5	Self-efficacy has a positive effect on Employee Performance	0,191	0,005	supported
H6	Self-efficacy has a positive effect on Work Engagement	0,174	0,000	supported
H7	Work Engagement has a positive effect on Employee Performance	0,263	0,000	supported
H8	Creativity has a positive effect on Employee Performance mediated by work engagement	0,043	0,007	supported
H9	Proactive Personality has a positive effect on Employee Performance mediated by Work Engagement	0,040	0,004	supported
H10	Self-Efficacy has a positive influence on Employee Performance mediated by Work Engagement	0,036	0,003	supported

Source: Results of SPSS 25 Amos Graphic data processing (2025)

The results of the hypothesis testing showed that all relationships between variables in the research model are proven to be significant at the 5% significance level, the following interpretation below:

First, creativity had a positive effect on employee performance with a coefficient value of $\beta = 0.218$ and a p-value of $0.003 < 0.05$. These results indicated that the higher the employee's creativity, the higher the resulting performance. In the context of the event organizer (EO) industry, creativity enables employees to generate innovative ideas that improve the quality of event design, service, and client satisfaction. Second, creativity also had a positive effect on work engagement with a value of $\beta = 0.197$ and a p-value of $0.000 < 0.05$. This showed that employees who have high creativity tend to be more enthusiastic, focused, and feel their work is more meaningful since they can channel innovative ideas in project implementation. Third, proactive personality had a positive effect on employee performance with a value of $\beta = 0.262$ and a p-value of $0.000 < 0.05$. These results indicated that employees with proactive personalities tend to be quicker to anticipate client needs, adjust work plans adaptively, and improve the quality of event implementation. Fourth, proactive personality had a positive effect on work engagement, with a β value of 0.188 and a p-value of $0.000 < 0.05$. This indicated that individuals with proactive characteristics are better in maintaining enthusiasm, dedication, and engagement in their work despite facing high work dynamics.

Fifth, self-efficacy had a positive effect on employee performance with a value of $\beta = 0.191$ and a p-value of $0.005 < 0.05$. This finding indicated that an individual's belief in their own abilities encourages increasing effort, persistence, and ability to complete tasks optimally, especially when facing pressure and work complexity. Sixth, self-efficacy also had a positive effect on work engagement with a value of $\beta = 0.174$ and a p-value of $0.000 < 0.05$. Employees with high levels of self-efficacy tend to be more confident, more able to control their work, and show a higher level of psychological involvement in their work. Seventh, work engagement had a positive effect on employee performance with a value of $\beta = 0.263$ and a p-value of $0.000 < 0.05$. This indicated that employees who have high work engagement show stronger energy, focus, and commitment, resulting in better performance.

In addition, besides testing to the direct effect, this study also tested the indirect effect through work engagement as a mediating variable. The analysis results showed that work engagement mediated the effect of creativity on employee performance with a value of $\beta = 0.043$ and a p-value of $0.007 < 0.05$. It means that creativity not only improves performance directly, but also through increased work engagement. Furthermore, work engagement also mediated the effect of proactive personality on employee performance with a value of $\beta = 0.040$ and a p-value of $0.004 < 0.05$. This indicated that work engagement is a psychological mechanism that links individual proactivity to increased performance.

The last is work engagement mediated the effect of self-efficacy on employee performance with a β value of 0.036 and a p-value of $0.003 < 0.05$. This finding indicated that an individual's belief in their abilities increases work engagement, which affects the performance improvement. Overall, the results of the study indicated that creativity, proactive personality, and self-efficacy had a positive influence on employee performance both directly and through work engagement as a partial mediator. This confirms that work engagement is an important psychological mechanism that transforms employees' personal resources into optimal performance.

IV. DISCUSSION

1. The Influence of Creativity on Employee Performance

The result of the study shows that creativity has a positive and significant effect on employee performance in the event organizer (EO) industry in Jakarta ($\beta = 0.218$; $p < 0.05$). This finding indicates that the increase of employee creativity is followed by an increase of individual performance, especially in project-based work that demands innovation, flexibility, and adaptability to client needs. In the EO industry, creativity enables employees to generate unique event concepts, improvise when technical problems occur, and improve the quality of service to clients. (Michopoulou et al., 2020).

This finding is in line with research by Kulichyova et al. (2022) and Wang & Zhang (2025) which shows that employee creativity plays a significant role in improving service quality and work innovation. Theoretically, these results support the Job Demands–Resources (JD-R) Model, which explains that creativity is a personal resource that helps individuals manage complex job demands and increases performance effectiveness (Bakker et al., 2023). Practically, EO employees tend to demonstrate incremental creativity by the ability to adapt existing ideas to suit the needs of the event.

2. The Influence of Creativity on Work Engagement

The result of the study shows that creativity has a positive and significant effect on work engagement among employees in the event organizer (EO) industry in Jakarta ($\beta = 0.197$; $p < 0.05$). This finding suggests that increased employee creativity is followed by the increasing psychological engagement in work. Creativity is not only a technical ability, but also a personal resource that drives emotional, cognitive, and behavioral engagement within work.

This finding is in line with research by Bakker et al. (2020) which shows that creativity helps employees manage cognitive and affective energy, thereby increasing work engagement. Research done by Choi et al. (2021) shows that creativity supported by a proactive disposition and a safe organizational climate can strengthen employee work engagement. In addition, Ghosh et al. (2020)

found that creativity plays a role in increasing work engagement through the process of energy recovery and idea incubation. Theoretically, this relationship can be explained through Self-Determination Theory (SDT), which states that creativity fulfills basic psychological needs such as autonomy, competence, and relatedness, thereby increasing intrinsic motivation and work engagement (Lara et al., 2021). In the context of EO, creativity enables employees to maintain engagement throughout a dynamic and demanding project cycle.

3. The Influence of Proactive Personality on Employee Performance

The result of the study shows that proactive personality has a positive and significant effect on employee performance ($\beta = 0.262$; $p < 0.05$). This finding suggests that employees with proactive personalities tend to be better at anticipating problems, seeking out opportunities for improvement, and taking initiative in their work, resulting in higher performance. In the event organizer (EO) industry, a proactive attitude helps employees deal with work dynamics such as changing client needs, cross-vendor coordination, and time pressure.

This finding is in line with research by Sumaneeva et al. (2021) in Chien et al. (2021) which shows that proactive employees tend to exhibit extra-role behavior and improve service quality. In addition, Liu et al. (2024) found that proactive personality can reduce employee reticence, thereby improving communication and work effectiveness. Theoretically, these results support the Job Demands–Resources (JD-R) Model and Conservation of Resources (COR) Theory, which view proactive personality as a personal resource that helps individuals manage job demands and improve performance through job crafting and resource gain mechanisms (Bakker & Demerouti, 2017).

4. The Influence of Proactive Personality on Work Engagement

The results show that proactive personality has a positive and significant effect on work engagement ($\beta = 0.188$; $p < 0.05$). This finding suggests that employees with proactive characteristics tend to have higher levels of work engagement because they actively seek opportunities, anticipate problems, and take the initiative to improve working conditions.

This finding is in line with research by Kossyva et al. (2023) which shows that proactive personality is a psychological resource that enables employees to actively shape work experiences and build productive work relationships. In addition, research by Mubarak et al. (2021) found that proactive individuals tend to be more active in seeking information, asking for feedback, and utilizing organizational resources, thereby increasing engagement.

Theoretically, this relationship can be explained through Self-Determination Theory (SDT) which states that proactive personality helps fulfill basic psychological needs such as autonomy, competence, and relatedness, thereby increasing intrinsic motivation and work engagement (Islam et al., 2024). In the context of the dynamic event organizer industry, a proactive attitude allows employees to be more adaptive in facing project changes and client demands, thereby maintaining a high level of engagement.

5. The Influence of Self-Efficacy on Employee Performance

The results of the study showed that self-efficacy had a positive and significant effect on employee performance ($\beta = 0.191$; $p < 0.05$). This finding suggests that the higher an individual's confidence in their ability to complete a task, the higher their performance, particularly in project-based work such as the event organizer (EO) industry.

This finding is in line with research by Abun et al. (2021)which explains that self-efficacy improves performance through cognitive, motivational, and affective mechanisms, such as focus on problem-solving, persistence in completing tasks, and the ability to manage work stress.Namono et al. (2024) and Morales-García et al. (2024) also shows that individuals with high self-efficacy are better to deal with uncertainty and demonstrate innovative work behavior.

Theoretically, this finding is supported by the Social Cognitive Theory of Bandura (1997) which states that self-efficacy is a personal resource that influences individual work behavior and performance. In the dynamic context of EO, self-efficacy helps employees remain adaptive and maintain optimal performance despite project pressures and changes.

6. The Influence of Self-Efficacy on Work Engagement

The results show that self-efficacy has a positive and significant effect on work engagement ($\beta = 0.174$; $p < 0.05$). This finding indicates that the higher an individual's confidence in their ability to complete tasks and face work challenges, the higher their level of work engagement.

This finding is in line with research by Rasool et al. (2024) and Cabrera-Aguilar et al. (2023) which shows that individuals with high self-efficacy tend to view job demands as challenges and are able to maintain energy, dedication, and focus at work. In addition, Han & Wang (2021) found that self-efficacy beliefs encourage individuals to invest greater cognitive and emotional energy in work, thereby increasing engagement.

Theoretically, this relationship can be explained through Social Cognitive Theory and the Job Demands–Resources (JD-R) Model, which views self-efficacy as a personal resource that helps individuals manage job demands and maintain intrinsic motivation (Bakker & Demerouti, 2017; Bandura, 1997). In the context of the dynamic event organizer industry, self-efficacy helps employees stay focused and engaged in their work despite project pressures and changing client needs.

7. The Influence of Work Engagement on Employee Performance

The results show that work engagement had a positive and significant effect on employee performance ($\beta = 0.263$; $p < 0.05$). This finding suggests that the higher the level of employee work engagement, as reflected in vigor, dedication, and absorption, the higher the resulting performance. Employees with high work engagement tend to demonstrate greater energy, focus, and commitment in completing tasks.

This finding is in line with research by Ahmed et al. (2024) and Rich et al. (2010) which shows that work engagement is an important predictor of task performance. Engaged employees have high levels of enthusiasm and dedication, enabling them to exceed minimum standards and produce better quality work.

This result is supported by the concept of work engagement from Schaufeli et al. (2002) and the Job Demands–Resources (JD-R) Model framework, which explains that work engagement is a motivational process that encourages individuals to invest cognitive and emotional energy in their work (Bakker & Demerouti, 2017). In the context of the dynamic event organizer industry, work engagement helps employees cope with project pressure and ensures the quality of event implementation remains optimal.

8. The Influence of Creativity on Employee Performance Mediated by Work Engagement

The results show that work engagement mediated the effect of creativity on employee performance ($\beta = 0.043$; $p < 0.05$). This finding suggests that creativity not only improves performance directly but also through increased work engagement. Creative employees tend to be more emotionally and cognitively engaged in their work, allowing them to implement their creative ideas effectively and resulting in better performance.

This finding is in line with research by Baker than Demerouti (2017) which states that work engagement is a major predictor of task performance and extra-role performance. Through the JD-R gain cycle mechanism, creativity as a personal resource can increase work engagement, which then strengthens performance (Falco et al., 2022). Studied by Ngo et al. (2020) also shows that engagement in the creative process increases work effectiveness through cognitive investment in problem identification and solution search. In the context of the event organizer industry, work engagement acts as a psychological mechanism that transforms creative ideas into tangible work results, enabling creativity supported by work engagement to produce more optimal performance.

9. The Influence of Proactive Personality on Employee Performance Mediated by Work Engagement

The results show that work engagement mediated the effect of proactive personality on employee performance ($p < 0.05$). This finding suggests that individuals with proactive personalities tend to have higher levels of work engagement, which ultimately improves performance. Proactive employees not only take initiative in their work but are also more cognitively and emotionally engaged, resulting in more effective performance.

This finding is in line with research by Bakker et al. (2020) which shows that individuals with a proactive character are able to manage work energy so that it is easier to achieve a state of flow, which encourages creativity and task performance. In addition, research by Zahoor et al. (2022) and Sumaneeva et al. (2021) shows that work engagement acts as a psychological mechanism linking proactive personality to employee performance. This relationship can be explained through the Job Demands–Resources (JD-R) Model and the concept of resource caravans, where proactive personality functions as a personal resource that strengthens work engagement and helps individuals manage job demands. In the context of the dynamic event organizer industry, a proactive attitude enables employees to anticipate problems and maintain optimal performance.

10. The Influence of Self-Efficacy on Employee Performance Mediated by Work Engagement

The results show that work engagement mediates the effect of self-efficacy on employee performance ($p < 0.05$). This finding suggests that employees with high confidence in their abilities tend to be more emotionally and cognitively engaged in their work, ultimately improving performance. Thus, self-efficacy not only directly influences performance but also increases work engagement through increased work engagement.

This finding is in line with research by Nusannas et al. (2020) and Pai et al. (2020) which shows that self-efficacy improves performance by increasing employee engagement. In addition, Bernales-Turpo et al. (2022) And Morales-García et al. (2024) found that individuals with high self-efficacy tend to have stronger levels of vigor, dedication, and absorption, resulting in better work performance. This relationship can be explained through Social Cognitive Theory and the Job Demands–Resources (JD-R) Model, which views self-efficacy as a personal resource that drives work engagement and improves performance. In the context of the event organizer industry, self-efficacy helps employees navigate project complexity and time pressure, thereby maintaining engagement and producing optimal performance.

CONCLUSION

1. Creativity has a positive influence on employee performance of employees in the event organizer industry in Jakarta.
2. Creativity has a positive influence on the work engagement of employees in the event organizer industry in Jakarta.
3. Proactive personality has a positive influence on employee performance of employees in the event organizer industry in Jakarta.

4. Proactive Personality has a positive influence on the work engagement of employees in the event organizer industry in Jakarta.
5. Self-Efficacy has a positive influence on employee performance of event organizer industry employees in Jakarta.
6. Self-efficacy has a positive influence on the work engagement of employees in the event organizer industry in Jakarta.
7. Work engagement has a positive influence on employee performance in the event organizer industry in Jakarta.
8. Work engagement mediates the influence of creativity on employee performance of event organizer industry employees in Jakarta.
9. Work engagement mediates the influence of proactive personality on employee performance of event organizer industry employees in Jakarta.
10. Work engagement mediates the influence of self-efficacy on employee performance of event organizer industry employees in Jakarta.

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