

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

Chandra Hosen¹, Bahtiar Usman², Justine Tanuwijaya³

^{1,2,3}Faculty of Economics and Business, Universitas Trisakti

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

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

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,

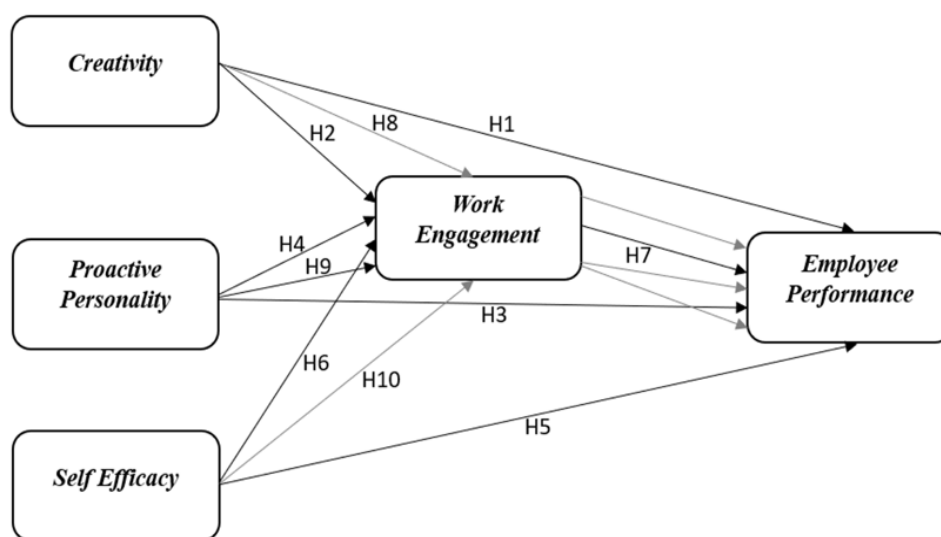
The Influence of Creativity, Proactive Personality, And Self-Efficacy On Employee Performance Mediated by Work Engagement

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%

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

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 $\geq 0,50$, the statement item is valid. The results of the validity test are presented in the following table:

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

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).

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

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 Influence of Creativity, Proactive Personality, And Self-Efficacy On Employee Performance Mediated by Work Engagement

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)

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

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.

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

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.

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

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.

REFERENCES

- 1) Abun, D., Nicolas, M. T., Apollo, E., Magallanes, T., & Encarnacion, M. J. (2021). Employees' self-efficacy and work performance of employees as mediated by work environment. *International Journal of Research in Business and Social Science* (2147-4478), 10, 1–15.
- 2) Ahmed, M., Zehou, S., Raza, S. A., Qureshi, M. A., & Yousufi, S. Q. (2020). Impact of CSR and environmental triggers on employee green behavior: The mediating effect of employee well-being. *Corporate Social Responsibility and Environmental Management*, 27(5), 2225–2239. <https://doi.org/https://doi.org/10.1002/csr.1960>
- 3) Allen, J., Harris, R., Jago, L., Tantrai, A., Jonson, P., & D'Arcy, E. (2022). *Festival & Special Event Management, Essentials Edition*.
- 4) Alessandri, G., Borgogni, L., & Latham, G. P. (2025). Direct and indirect longitudinal relationships among self-efficacy, job performance and career advancements. *International Journal of Psychology*, 60(1), e13262.
- 5) Ali, F., & Wardoyo, D. T. W. (2021). Pengaruh Self Efficacy terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening (Studi PT. Ultrajaya Milk Industry, Tbk Surabaya Bagian Marketing). *Jurnal Ilmu Manajemen*, 9(1), 367. <https://doi.org/10.26740/jim.v9n1.p367-379>
- 6) Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. - *PsycNET*. 22(3), 273–285. <https://psycnet.apa.org/doiLanding?doi=10.1037%2Focp0000056>
- 7) Bakker, A. B., Kamp, E. M. O. Den, & Tims, M. (2020). Proactive Vitality Management, Work Engagement , and Creativity : The Role of Goal Orientation. 69(2), 351–378. <https://doi.org/10.1111/apps.12173>
- 8) Bakker, A. B., Kjelleve, O., & Espevik, R. (2023). Daily transformational leadership: A source of inspiration for follower performance? 41(December 2020), 700–708. <https://doi.org/10.1016/j.emj.2022.04.004>
- 9) Bakker, A. B., Tims, M., & Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*, 65(10), 1359–1378. <https://doi.org/10.1177/0018726712453471>
- 10) Bandura, A. (1978). Self-efficacy: Toward a unifying theory of behavioral change. *Advances in Behaviour Research and Therapy*, 1(4), 139–161. [https://doi.org/https://doi.org/10.1016/0146-6402\(78\)90002-4](https://doi.org/https://doi.org/10.1016/0146-6402(78)90002-4)
- 11) Bandura, A. (1986). *Social foundations of thought and action*. Englewood Cliffs, NJ, 1986(23–28), 2.
- 12) Bernales-turpo, D., Quispe-velasquez, R., Flores-ticona, D., Sainila, J., Mamani, P. G. R., Huanchuire-vega, S., Morales-garcía, M., & Morales-garcía, W. C. (2022). Burnout, Professional Self-Efficacy, and Life Satisfaction as Predictors of Job Performance in Health Care Workers: The Mediating Role of Work Engagement. <https://doi.org/10.1177/21501319221101845>
- 13) Cabrera-Aguilar, E., Zevallos-Francia, M., Morales-García, M., Ramírez-Coronel, A. A., Morales-García, S. B., Sairitupa-Sanchez, L. Z., & Morales-García, W. C. (2023). Resilience and stress as predictors of work engagement: the mediating role of self-efficacy in nurses. *Frontiers in Psychiatry*, 14(August), 1–11. <https://doi.org/10.3389/fpsy.2023.1202048>
- 14) Chien, S. Y., Yang, A. J. F., & Huang, Y. C. (2021). Hotel frontline service employees' creativity and customer-oriented boundary-spanning behaviors: The effects of role stress and proactive personality. *Journal of Hospitality and Tourism Management*, 47 (December 2020), 422–430. <https://doi.org/10.1016/j.jhtm.2021.04.015>
- 15) Choi, S. B., Ullah, S. M. E., & Kang, S. (2021). Proactive Personality and Creative Performance: Mediating Roles of Creative Self-Efficacy and Moderated Mediation Role of Psychological Safety.
- 16) Devi, W. S., Kadiyono, A. L., & Sulastiana, M. (2025). The Role Of Self-Efficacy In Technology Readiness Of Women Entrepreneurs In The Fashion Msme Sector. *EKOMBIS REVIEW*:
- 17) Dewidianto, R., Manalullaili, M., & Ningsih, C. P. A. (2024). Peran Komunikasi Organisasi dalam Event Organizer (Studi pada Event Organizer Soundtrack Indonesia Kota Palembang). *Jurnal Bisnis Dan Komunikasi Digital*, 1(4), 10.
- 18) Doğanülkü, H. A., & Korkmaz, O. (2025). The role of proactive personality and general self-efficacy in proactive career behavior: a mediation model. *International Journal for Educational and Vocational Guidance*, 25(2), 539–563.

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

- 19) Faiz Rasool, S., Almas, T., Afzal, F., & MOHELSKA, H. (2024). Inclusion of JD-R Theory Perspective to Enhance Employee Engagement. *SAGE Open*, 14(1), 1–17. <https://doi.org/10.1177/21582440231220207>
- 20) Falco, A., Girardi, D., De Carlo, A., Arcucci, E., & Dal Corso, L. (2022). The Perceived Risk of Being Infected with COVID-19 at Work, Communication, and Employee Health: A Longitudinal Application of the Job Demands–Resources Model. *Sustainability (Switzerland)*, 14(2). <https://doi.org/10.3390/su14021037>
- 21) Gerhart, B., & Feng, J. (2021). The resource-based view of the firm, human resources, and human capital: Progress and prospects. *Journal of Management*, 47(7), 1796–1819.
- 22) Ghosh, D., Sekiguchi, T., & Fujimoto, Y. (2020). Psychological detachment A creativity perspective on the link between. 49(9), 1789–1804. <https://doi.org/10.1108/PR-12-2018-0480>
- 23) Han, Y., & Wang, Y. (2021). Investigating the Correlation Among Chinese EFL Teachers ' Self-efficacy , Work Engagement , and Reflection. 12(October), 1–11. <https://doi.org/10.3389/fpsyg.2021.763234>
- 24) Hasinat, I., Hjouji, Z., Loulidi, S., & Hjouji, A. (2024). The Multifaceted Nature of Individual Job Performance : A Focus on Individual Behaviors. 22, 9554–9570.
- 25) Hendrik, H., & Utami, L. S. S. (2025). Komunikasi Internal dan Work-life Balance di Perusahaan Event Management. *Koneksi*, 9(1), 123-132.
- 26) Islam, M. F., Al Masud, A., Emon, M., Shuvro, R. A., Jony, M. T. I., & Akter, T. (2025). Integrating green HRM for productivity and sustainability: green innovation, engagement and pro-environmental behavior as key mediators. *Future Business Journal*, 11(1). <https://doi.org/10.1186/s43093-025-00433-w>
- 27) Islam, M. F., Mofiz Uddin, M. M., & Rahman, M. M. (2024). Factors affecting retailer social responsibility: a PLS-SEM approach in the context of Bangladesh. *Social Responsibility Journal*, 20(3), 605–625. <https://doi.org/10.1108/SRJ-04-2023-0192>
- 28) Islam, T., Zahra, I., Rehman, S. U., & Jamil, S. (2024). How knowledge sharing encourages innovative work behavior through occupational self-efficacy? The moderating role of entrepreneurial leadership. *Global Knowledge, Memory and Communication*, 73(1–2), 67–83. <https://doi.org/10.1108/GKMC-02-2022-0041>
- 29) Kossyva, D., Theriou, G., Aggelidis, V., & Sarigiannidis, L. (2023). Definitions and antecedents of engagement: a systematic literature review. *Management Research Review*, 46(5), 719–738. <https://doi.org/10.1108/MRR-01-2021-0043>
- 30) Kulichyova, A., Jooss, S., & Garavan, T. (2022). Creativity development and Mode 2 theory development: Event system and experiential learning perspectives. May 2021, 455–479. <https://doi.org/10.1111/1748-8583.12480>
- 31) Lara, L., Dominguez-Lara, S., Gómez-Espino, J. M., Acevedo, F., Aparicio, J., Saracostti, M., & Miranda-Zapata, E. (2021). Adaptación y validación del Cuestionario de Compromiso Escolar en países iberoamericanos. *Revista Iberoamericana de Diagnóstico y Evaluación-e Avaliação Psicológica*, 2(59), 95–108.
- 32) Liu, B., Yun, J., & Zhao, J. (2024). The effect of proactive customer service performance on employee work engagement : a moderated dual-path model in spillover perspective. <https://doi.org/10.1108/TR-08-2024-0718>
- 33) Maryadi, M., Utami, H. N., Prasetya, A., & Hutahayan, B. (2025). Mapping the intellectual landscape of employee performance research: A bibliometric and mapping analysis (2020–2025). *F1000Research*, 14, 633.
- 34) Michopoulou, E., Azara, I., & Russell, A. (2020). Investigating the triangular relationship between temporary event workforce , event employment businesses and event organisers. 32(3), 1247–1273. <https://doi.org/10.1108/IJCHM-11-2018-0925>
- 35) Mohammad, A. M., Menhat, M., Shafi, S., Hussein, A. H. M. A., Al-Mubaideen, M. A., & Alshaketheep, K. (2025). Trends in employee performance: A comprehensive review and bibliometric analysis using Scopus and WOS. *SA Journal of Human Resource Management*, 23, 2887.
- 36) Morales-García, W. C., Vallejos, M., Sairitupa-Sanchez, L. Z., Morales-García, S. B., Rivera-Lozada, O., & Morales-García, M. (2024). Depression, professional self-efficacy, and job performance as predictors of life satisfaction: the mediating role of work engagement in nurses. *Frontiers in Public Health*, 12, 1268336.
- 37) Namono, R., & Tanui, S. (2024). Self-ef fi cacy : implications for university employees ' innovativeness. <https://doi.org/10.1108/IJIS-05-2023-0106>
- 38) Nusannas, I. S., Yuniarsih, T., Sojanah, J., Mutmainnah, D., & Imbari, S. (2020). The Effect of Self-Efficacy and Employee Engagement on Employee Performance in Mediation by Digital Literation. 11(1), 63–67.
- 39) Pai, C., Liu, Y., & Kang, S. (2020). The Role of Perceived Smart Tourism Technology Experience for Tourist Satisfaction , Happiness and Revisit Intention.
- 40) Peethambaran, M., & Naim, M. F. (2025). Unleashing the black-box between high-performance work systems and employee flourishing-at-work : an integrative review. 33(4), 829–847. <https://doi.org/10.1108/IJOA-12-2023-4123>
- 41) Rompas, Y. C., Pio, R. J., & Rumawas, W. (2020). Inovasi dan kreativitas kaitannya dengan kinerja karyawan. *Productivity*, 1(2), 163–167.

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

- 42) Sakthimala, B., & Deepalakshmi, G. (2023). Employment engagement a review of current research and its implications A theoretical framework. *Multidisciplinary Handbook of Social Exclusion Research*, 126.
- 43) Schaufeli, W. B., Martínez, I. M., Pinto, A. M., Salanova, M., & Barker, A. B. (2002). Burnout and engagement in university students a cross-national study. *Journal of Cross-Cultural Psychology*, 33(5), 464–481. <https://doi.org/10.1177/0022022102033005003>
- 44) Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill Building Approach*. John Wiley & Sons.
- 45) Sumaneeva, K. A., Karadas, G., & Avci, T. (2021). Frontline hotel employees ' proactive personality , I-deals , work engagement and their effect on creative performance and proactive customer service performance. *Journal of Human Resources in Hospitality & Tourism*, 20(1), 75–100. <https://doi.org/10.1080/15332845.2020.1821429>
- 46) Teye-kwadjo, E., & Bruin, G. P. De. (2021). Rasch Analysis of the Proactive Personality Scale. 1–19. <https://doi.org/10.1177/00332941211028110>
- 47) Urbini, F., Caracuzzo, E., Bakker, A. B., & Callea, A. (2025). Does proactive personality foster playful work design? A survey study on implications for flow and task performance. *International Journal of Organizational Analysis*, July. <https://doi.org/10.1108/IJOA-05-2024-4539>
- 48) Varshney, D., & Varshney, N. K. (2025). Does empowering leadership behavior affect employee performance ? The mediating. 74(4), 1425–1451. <https://doi.org/10.1108/IJPPM-11-2023-0618>
- 49) Wang, S., & Zhang, H. (2025). Generative AI in international hotel marketing: impacts on employee creativity and performance. *International Journal of Contemporary Hospitality Management*.
- 50) Wijayanti, W., & Budiani, M. S. (2021). Hubungan antara iklim organisasi dan sistem penghargaan dengan work engagement pada karyawan PT X. *Character Jurnal Penelitian Psikologi*, 8(4), 168–179.
- 51) Zia, M. Q., & Naveed, M. (2025). Proactive , trustworthy and adaptable ? Linking ethical leadership and adaptive performance through sequential mediation of trust in leaders and job crafting. <https://doi.org/10.1108/JHTI-09-2024-0956>



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.

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

Cover Jurnal



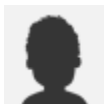
Editorial Team

ecretary of the Scientific-Methodical Council of the Republican Scientific-Practical Centre for the Development of Innovative Methods of Teaching Foreign Languages at the Uzbek State University of World Languages



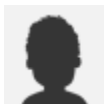
DR ABDULATIF KAYUMOV

PhD,
Uzbekistan, Tashkent city, Chilanzar district, Sharq Tongi 6,
Assistant Professor , Management Department , Christ University, Bangalore.



DR. RASHMI RAI

Ph. D,(Quality of Work-Life and Job Performance), ,INDIA
College of William & MaryLyon G. Tyler Department of History.Williamsburg, VA



DR. RITA GREENGOLD

Ph.D(Histroy),
,Williamsburg, VA
Assistant Professor, Department of English Language, Imam Ali University



DR. GHOLAM-REZA ABBASIAN

Ph.D. (TEFL),
, IRAN

*Department of Agricultural Extension and Rural Development Bangabandhu Sheikh Mujibur Rahman
Agricultural University*



DR. MD. SAFIUL ISLAM AFRAD

Ph.D. in Agricultural Extension and Rural Development,
,Bangladesh

Assistant Professor at Gaziantep University Vocational School of Social Science



DR. DEMET ÖZOCAKLI

Ph.D. in ECONOMY,
,GAZIANTEP

Professor-Tashkent State University of Oriental studies,Tashkent, Uzbekistan



DR. ALISHER DONIYOROV

Doctor of Sciences in Historical Sciences,
,Tashkent, Uzbekistan

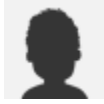
General Secretary, Indian Dietetic Association , Chennai Chapter



V.BHAVANI

M.Sc.(Food and Nutrition),M.Sc.(Guidance and Counseling),M.Phil.,RD.,

Assistant Professor of Islamic Economy, Department of Finance and Economics, Faculty of Business Administration, Taibah University, Saudi Arabia



DR. WESAL MOHAMMAD ALDARABSEH

PhD(Islamic Economics and Banking),
Saudi Arabia

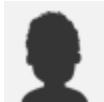
Senior Lecturer, Landmark University, Omu-Aran, Kwara State, Department of Business studies



DR. SAJUYIGBE ADEMOLA SAMUEL

Ph.D. (Management Science)
Akintobal Street Agbowo U I Ibadan

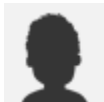
Senior scientific researcher, Al-Beruni Institute of Oriental Studies, Academy of Sciences of the Republic of Uzbekistan, Tashkent, Uzbekistan



DR HAMIDILLO LUTFILLAEV

Doctor of philosophy in history (Ph.D),
81, Mirzo Ulugbek str. Tashkent 100170

Associate Professor of Source Studies and Archival Studies, National University of Uzbekistan named after Mirzo Ulugbek



DR KHAYRIYA AMANULLAEVNA BURIEVA

Ph.D. (Historical Sciences)
Tashkent city, Yashnabad district

Senior scientific researcher, Al-Beruni Institute of Oriental Studies, Academy of Sciences of the Republic of Uzbekistan, Tashkent, Uzbekistan



DR. RAVSHAN KHUDAYBERGANOV

PhD on historical sciences

Tashkent, Uzbekistan

Professor at University of Granma. "Blas Roca Calderío" Campus,



DR. MANUEL DE JESÚS VERDECIA TAMAYO

Ph.D(Political Sciencies),

CUBA

Professor-Commerce & Management Streams, Baldwin Women's Methodist College, Bangalore



SUMA REDDY.N

**Master in Philosophy,Management, Master in Commerce, Income Tax & Costing,
,INDIA**

Asst. Professor Department of Commerce, Govt P.G. College, Kotdwara, Uttarakhand,



ANSHIKA BANSAL

N.E.T,U-SET,

INDIA

Departmental Exam Officer, English Department, University of Africa



DR. IDEGBEKWE, DESTINY

Ph.D(English Studies (Applied English Linguistics)),

,Agbor, Delta State

*PhD in Historical Sciences, Associate Professor, Tashkent State University of Oriental Studies,
Tashkent, Uzbekistan*



DR NODIR KARIMOV

Ph. D.
Uzbekistan

Assistant Professor at Bhilai Mahila Mahavidyalaya – Bhilai, C.G



DR. M. MADHURI DEVI

Ph.D(Commerce),
C.G. India

Faculty of Human Science Sultan Idris Education University, Malaysia



PROF.DR. MOHD ADERI BIN CHE NOH

PhD: Pedagogy Islamic Education
Malaysia

Associate Professor, Surkhandarya regional center for retraining and advanced training of public educators, head of the department “Methods of exact and natural sciences”,



DR OYGUL B. BERDIEVA

Ph.D(Pedagogical sciences),
Surkhandarya region, Termez city

Acting Associate Professor of “Methods of preschool, primary and special education” in the Territorial Center for Retraining and Advanced Training of Public Education in Surkhandarya region.



DR NIGORA M. KENJABOEVA

Doctor of Philosophy in Pedagogy (PhD)
Termez city, Istiqlol street

Faculty Member, Department of English – Aden University – Southern Yemen



SABRI AL-QUTAIBI

**Pursuing Ph. D.(English),
India**

Assistant Professor in Accounting Bryant University- BITZ US,China



PROF.DR. MOHD ADERI BIN CHE NOH

**Ph.D.: (Accounting and Finance)
US,China**

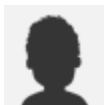
*Acting Associate Professor of “Social Sciences” Tashkent State Pedagogical University named after
Nizami*



DR UMIDJON K. MAMAYUSUPOV

**Doctor of Philosophy in Philosophical Sciences,
Tashkent city, Yunusabad district**

Tashkent Higher Military Technical School of the Ministry of Internal Affairs



DR AZIZJAN D. ANARKULOV

**Doctor of Philosophy in Economics
Tashkent city**

*Professor in Financial Management Head, Dept. of Financial Management, Faculty of Management
Studies & Commerce, University of Jaffna, Sri Lanka.*



PROF. DR. RATHIRANEE YOGENDRARAJAH,

Ph.D.

Jaffna, Sri Lanka.

Lecturer, Philosophy Department, University of Port Harcourt, Rivers State.



DR. CHRISTIAN CHUKWUKA EMELOLU

Ph.D.: (Philosophy of Science)

Rivers State, Nigeria

Head of the Department of Civil Law and International Law and International Organizations of the Institute of State and Law of the Academy of Sciences of Uzbekistan.



DR MIRODILJON KH. BOROTOV

Doctor of Laws

Uzbekistan

Doctor of Philosophy in Pedagogy, Acting Associate Professor at Chirchik State Pedagogical Institute, Tashkent region



DR MUKADDAS Q. RAKHMANOVA

Doctor of Philosophy in Pedagogical Sciences

Tashkent city, Yunusabad district

Professor & Head, Dept. of Management Science & Research Park's College(Autonomous), Chinnakkarai, Tiruppur, Tamil Nadu, India



DR. D.GNANA SENTTHIL KUMAR

Ph.D.:(Management)

Tamil Nadu, India.

Assistant Professor (Senior Lecturer) Universiti Utara Malaysia, Malaysia



DR. MOHD FAIZ MOHD YAAKOB

Ph.D.: (Planning & Policy Education)

Malaysia

Nigeria Maritime University, Okerenkoko, Delta State, Nigeria



DR. UDEH, PROMISE CHUKWUEDOZIE

Ph.D.: Sociology (Industrial Sociology & Personnel Management)

Nigeria

Researcher and Leadership Corps Coordinator Ensign College of Public Health, Ghana



EMMANUEL KOFI BONDAH

Master of Public Health, MPH

Ghana

Department Of History And International Studies Ibrahim Badamasi Babangida University, Lapai



ILYASU, YAKUBU AHMED

Lapai, Nigeria

Department of History Sonapur College Kamrup Metro Assam, PIN 782402



DR KAMAL CHANDRA PATHAK

Ph.D.(Peasant Studies)

India

Lecturer of Sports Science, Mercu Buana University, Yogyakarta



DODY TRI IWANDANA, S.Pd.,M.Or.,AIFO

Indonesia

Lecturer, Universitas Nahdlatul Ulama NTB



DR. LALU MOH YUDHA ISNAINI

**Ph.D.(Physical Education)
That States**

Hanoi Financial and Banking University, Vietnam



NGUYEN THI THANH HOA

Vietnam

Associate professor of Applied Linguistics at University of Manouba, Tunisia



HASSEN KHAMMARI

**Associate professor
Tunisia**

History and International Studies



CHUKWU, CHIKODINAKA JAMES

Nigeria

Department of Applied Geography, Faculty of Arts and Humanities Al al-Bayt University, Jordan



DR. AYED MOHAMMAD AYED TARAN

Jordan

College of Languages and Translation, Najran University, Najran, KSA



DR. AMBREEN SAFDER KHARBE

India

Muhammadiyah Tangerang University



ASSOC. PROF. DR.AGUS SULAEMAN,M

Indonesia

Northern Negros State College of Science and Technology (NONESCOST)



JAYSON A. DELA FUENTE

Philippines

Doctorate of Management Science



DR. YUSNIAR SE MM

Indonesia

Lecturer (Probationary), Department of ayurveda Basic Principles, Gampahawickramarachchi Ayurveda Institute, University of Kelaniya



DR. G.V.P. SAMARANAYAKE

SRI LANKA

Lecturer of english- International School- Thai Nguyen University, Vietnam



DR. LE QUANG DUNG

Ph.D. (English Language Teaching Methodology)
VIETNAM

Assistant Professor, School of Law Christ (Deemed To Be University) Lavasa Campus – Pune



DR. SALU DSOUZA

Ph.D.
INDIA

Member Of Academy For Global Business Advancement (AGBA) USA &Member Of Chartered Institute of Logistics And Transport, Sri Lanka, Member Of Asia Pacific Institute For Events Management (HUTECH)Sri Lanka



DR. SUMITH DE SILVA

Ph.D.(Business Management)
Sri Lanka

*Department of Marketing Amanfro, Kasoa School of Business West End University College, Amafro
Ghana*



DR. IBRAHI M OFOSU -B OATENG

(Ph.D)
Ghana

Department Of Humanities-State University Di Basilicata Italy



DR. VINCENZO NUNZIO SCALCIONE

Ph.D.(Pedagogy)
INDIA

Nnamdi Azikiwe University Awka, Anambra State Anaocha



REV.FR.DR IGNATIUS NNAEMEKA ONWUATUEGWU

(Ph.D)
NIGERIA

Literature, Literary Criticism and Rhetoric Sultan Abdul Halim Mu'adzam Shah International Islamic University



DR. RAGAB IBRAHIM AHMED AWAD

Ph.D
MALAYSIA

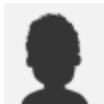
Senior Lecturer Center For Education And Modern Language Studies University Utara Malaysia



DR. MAT RAHIMI YUSOF

(Ph.D)
MALAYSIA

Associate Professor Carlos Hilado Memorial State College Negros Occidental, Philippines



DR. VANESSA JOY. Z. JUDITH

Ph.D
PHILIPPINES

*Department of Social Science Education Adekunle Ajasin University. Akungba-Akoko, Ondo State
Nigeria*



DR. SAMUEL OLANREWAJU OLADAPO

(Ph.D)
NIGERIA

*Assistant Professor In Teaching English As A Foreign Language, DambiDollo University, Oromiya,
Ethiopia*



DR. MIHIRETU WAKWOYA TOLOSA

Ph.D
ETHIOPIA

*Assistant Professor, Department Of Studies AndResearch In Political Science, Tumkur University,
Tumakuru*



VALMIKI RAMA KRISHNA

INDIA

Kaduna State University (KASU), Kaduna Nigeria. Kaduna Nigeria



DR. MUH'D K. SAHABI

Ph.D
NIGERIA

Lecturer Postgraduate / Educational Technology, PGRI AdiBuana University Surabaya



DR. ACHMAD NOOR FATIRUL

INDONESIA

Lecturer Federal Polytechnic, Mubi, Adamawa State Nigeria



DR. ADEWUYI KOLAWOLE ADEKUNLE

Ph.D (Agric. Economics)

NIGERIA

Associate Professor at Hotel Studies Dep., Faculty of Tourism and Hotels, Fayoum University Egypt



DR. KARAM GOMAA MOHAMED ZAKI

Ph.D(Hotel Management)

EGYPT

Lecturer and Coordinator and Examiner of Spanish Language Subjects - Faculty of Applied Communication, Multimedia University Malaysia



DR. JOEL LAFFITA

Ph.D

MALAYSIA

Professor of English Literature College of Arts, Ahlul Bait University, Iraq



DR. SALIH M. HAMEED

Ph.D.(English Literature)

IRAQ

Academician, University College of Technology S'wak Malaysia



ANDREW SIJA

Ph.D. (Business Administration)
MALAYSIA

Lecturer Department of Languages and Literatures at Marien Ngouabi University (Mfilou, Brazzaville)



ALPHONSE DORIEN MAKOSSO

(Ph.D)
Brazzaville, Congo

Associate Professor, Head of the Department of Geography and Teaching Methods, Tashkent State Pedagogical University named after Nizami Tashkent, Uzbekistan



DR. NUSRATULLA RAKHMONKULOVICH ALIMKULOV

UZBEKISTAN

Associate Professor, National University of Uzbekistan, Tashkent, Uzbekistan



DR. SHERZODJON CHORIEV

(Ph.D)
UZBEKISTAN

Associate Professor of History, Namangan State University Namangan region, Namangan city, Uzbekistan



PROFESSOR ZOKHID SHAROFOVICH MADRAKHIMOV

Candidate of Historical Sciences
UZBEKISTAN

Associate Professor National University of Life and Environmental Sciences of Ukraine

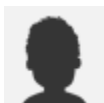


DR. OKSANA CHAIKA

PhD (linguistics)

UKRAINE

Associate Professor of "History of Uzbekistan", Faculty of History, National University of Uzbekistan named After Mirzo Ulugbek Tashkent city, Sergeli district, Uzbekistan



DR. AKBAR TURGINOVICH ZAMONOV

Doctor of Philosophy in History (PhD)

UZBEKISTAN

Associate Professor of "History and Ethnology of the Peoples of Central Asia" Tashkent State University of Oriental Studies Uzbekistan



DR IZZATILLA MAKHMUTALIEVICH KHAYDAROV

(Ph.D)

UZBEKISTAN

Senior teacher of the department "Methods of teaching history" of Jizzakh State Pedagogical Institute Jizzakh city, Obod mahalla, I.Karimov street



DR FARRUKH SHAVKATOVICH AQCHAEV

Doctor of Philosophy in History

UZBEKISTAN

Associate Professor of "Organization and Management of Culture and Arts" at the Uzbek State Institute of Arts and Culture Tashkent city, Almazar district, Uzbekistan



DR. RAKHBAR E. KHALIKOVA

Doctor of Historical Sciences
UZBEKISTAN

Head of the Department of Social and Economic Sciences, Regional Center for Retraining and Advanced Training of Public Education Workers under the Kashkadarya Region Tashkent city, Mirzo-Ulugbek



DR DILAFRUZ K. YUSUPALIEVA

Doctor of Philosophy in History
UZBEKISTAN

Head of the Department of Theory and Practice of Primary Education of Jizzakh State Pedagogical Institute Kashkadarya region, Guzar district



DR PARDA P. NORBUTAEV

Doctor of Historical Sciences
UZBEKISTAN

Jizzakh city, "Navruz" mahalla, Professor, Department of Management Studies, Vivekanandha Institute of Information and Management Studies



DR GULJAKHON U. JUMANAZAROVA

Doctor of Philological Sciences
UZBEKISTAN

Senior Lecturer, Department of Methods of Teaching History, Navoi State Pedagogical Institute, Doctor of Philosophy (PhD) in History



DR. V. MOHANA SUNDARAM

Ph.D. (Management)

INDIA

Navoi city, Tolstoy street Tashkent State University of Uzbek Language and Literature



DR SHAKHNOZA B. KHOLIKULOVA

Doctor of Philosophy in History

UZBEKISTAN

*Faculty of the College of Business of Divine Word College of Vigan and Divine Word College of Laoag,
Tashkent city, Chilanzar district*



DR SULAYMONKUL A. KHAYDAROV

Doctor of Philosophy in Pedagogical Science

UZBEKISTAN

*Professor III (History & English) at Amity Institute of English Studies & Research, Amity University,
Noida*



ABUN DAMEANUS

Ph.D

NOIDA

Teacher at the University of the Basque Country



DR. APARNA SHARMA

(Ph.D)

Basque

Assistant Special Staff for the President of Republic of Indonesia



ASIER ARCOS ALONSO

INDONESIA

Department of economics



DR. PRADANA BOY ZULIAN

(Ph.D)

INDONESIA

Head of Dept. at Parul University



GOWHAR AHMAD WANI

Ph.D

INDIA

Associate Professor and Former Head, Department of English, Daffodil International University



DR. HARESH KAKDE

(Ph.D)

INDIA

Departmental Exam Officer, English Department, University of Africa

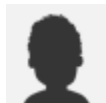


DR. MOHAMMED SHAMSUL HOQUE

Ph.D

BANGLADESH

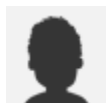
Professor, Founder and Director of Miroslaw-Matyja-Academia for Democracy



IDEGBEKWE, DESTINY

(Ph.D)
NIGERIA

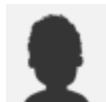
FACULTY: Humanities of Lecturer IIE ROSEBANK COLLEGE



DR. V. MOHANA SUNDARI

Ph.D
INDIA

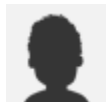
Scientist/Subject Matter Specialist at Krishi Vigyan Kendra-Leh, Sher-e-Kashmir University of Ag. Sciences and Technology of Kashmir



MR. LUTENDO NENDAUNI

(Ph.D)
South Africa

Working as Teaching Assistant from Institute of Agricultural & Resource Economics, University of Agriculture, Faisalabad"



DR. PARVEEN KUMAR

Ph.D
INDIA

Department of Financial Management, Faculty of Management Studies & Commerce, University of Jaffna, Thirunelvely, Jaffna



TAYYAB ZEESHAN SHAHID

(Ph.D)
INDIA

Associate Professor in Commerce



PROF. RATHIRANEE YOGENDRARAJAH

Ph.D
SRI LANKA

Department of Educational Psychology, Faculty of Education, University of Buea



DR. M. MADHURI DEVI

(Ph.D)
INDIA

Department of Management Faculty of Management Sciences University of Port Harcourt Port Harcourt, Rivers State, Nigeria



IJANG BIH NGYAH-ETCHUTAMBE

Ph.D
NIGERIA

Senior High School Faculty Member, High School Department, Espiritu Santo Parochial School of Manila, Inc., Manila, Philippines



DR. ADEKEMI DRUSILIA ALAGAH

(Ph.D)
NIGERIA

The University of Burdwan Academic Achievements



ALMIGHTY C. TABUENA

Ph.D
Philippines

*Secretary for Academic Affairs, Sudan Academy for Banking and Financial Sciences - Khartoum,
Sudan*



DR. DIPANWITA PAL

(Ph.D)
SUDAN

Nnamdi Azikiwe University, Awka. Anambra



DR. OMER ALLAGABO OMER MUSTAFA

Ph.D (Economics)
North Africa

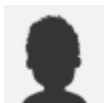
Associate Professor of Geography



DR. ANEKWE RITA IFEOMA

Ph.D (Management)
NIGERIA

Lecturer – Ho Chi Minh City University of Food Industry

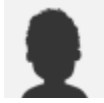


DR. DADAPIR MOULASAB. JAKATI

Ph.D (Science and technology)

INDIA

Associate Professor Department of Agricultural Economics, Science and Research Branch ,Islamic Azad University

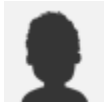


MAI QUỐC DŨNG

Ph.D (HISTORY)

ASIA

Asst. Professor, Department of Political Science in Government Degree College Hyderabad



PROF. REZA MOGHADDASI

Ph.D. (Agricultural Economics)

IRAN

Department of Education, Schools Division of Bulacan, Philippines

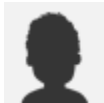


DR. KANDI. KAMALA

(Ph.D)

INDIA

ASSISTANT PROFESSOR | JIMS Engineering Management Technical Campus (GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY)



DR. RICO PAULO G. TOLENTINO

Ph.D (Philosophy)

PHILIPPINES

Pure and Applied Sciences Department of General Studies/English



DR. SHALINI SINGH

Ph.D (Philosophy)

INDIA

Department of Entrepreneurial Studies, Nnamdi Azikiwe University Awka, Anambra State



OLAGUNJU, CAROLINE SADE

Ph.D (English Language)

NIGERIA

College Library, Michael Otedola College of Primary Education, PMB 1028, Epe Lagos State, Nigeria



OKOLI, IFEANYI EMMANUEL

Ph.D (Business Administration)

NIGERIA

Faculty of Human Development



ADESANYA, OLUSEGUN OYELEYE

Ph.D

NIGERIA

*Associate Professor Department of Management Faculty of Management Sciences University of Port
Harcourt Port Harcourt, Rivers State, Nigeria*

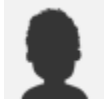


DR. AZIZAH BINTI ZAIN

(Ph.D)

MALAYSIA

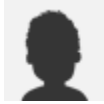
Acting Professor of the Department of History of Uzbekistan, Faculty of History, National University of Uzbekistan



DR. ADEKEMI DRUSILIA ALAGAH

**Ph.D. (ORGANIZATIONAL BEHAVIOUR)
NIGERIA**

Tashkent city, Almazar district Department of Business Administration (Marketing Unit)



DR AVAZ A. ERMETOV

**Doctor of Historical Sciences
UZBEKISTAN**

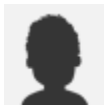
Researcher and English Education Lecturer at Batanghari University – Indonesia



PROF. DR. MOHAMMED JASIM BETTI

**Ph.D (Teaching English Drama)
IRAQ**

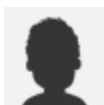
48 Kpakani Street off Obi Wali Road, Rumuigbo, Port Harcourt



DR. (CAND) ERISA KURNIATI

**Ph.D
INDONESIA**

Professional Address City Hall of Estancia Turística de Tupã, Municipal Secretary of Tourism

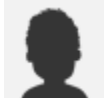


OJIMA, DAVIS

Doctor of Philosophy (Economics)

NIGERIA

Head of the Kashkadarya regional department of the scientific and practical research center "Family" under the Cabinet of Ministers of the Republic of Uzbekistan



ARACELIS GOIS MORALES RIGOLDI

Ph.D (In Administration)

BRAZIL

ASSISTANT PROFESSOR | JIMS Engineering Management Technical Campus (GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY)



DR RAMIZ T. ZOKHIROV

Doctor of Philosophy

Karshi city, Xontepa mahalla

Department of Islamic Studies, Faculty of Arts and Culture, Eastern University, Sri Lanka

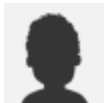


DR P. KARTHIKEYAN

Ph.D

INDIA

University Lecturer, Associate Professor, PhD, Faculty of Economics, SWU "Neofit Rilski"- Blagoevgrad



MOHAMED BUHARY FOWZUL

Ph.D

SRI LANKA

Dept. of Political Science Osmania University Hyderabad Telangana India



ELENA

Ph.D (Economics)

EUROPE

Faculty of Politics and Law - Ho Chi Minh City University of Food Industry



DR. GEDAM. KAMALAKAR

Ph.D Researcher

INDIA

Associate Professor of Extension Education and Communication



DUNG MAI QUOC

Ph.D (History)

VIETNAM

Senior Lecturer in English Linguistics and Education Studies Faculty of Education



DR. HITAISHI SINGH

Ph. D. (Home Science)

INDIA



DR. HUYNH THANH TIEN

Ph.D

VIETNAM

Senior Lecturer, Department of Museum Studies, National Institute of Art and Design named after Kamoliddin Behzod



DR. ISLOMJON N. KUZIEV

Doctor of Economics
TASHKENT, UZBEKISTAN

Professor of the Department of "Information and Communication Technologies in Management" of the Academy of Public Administration under the President of the Republic of Uzbekistan



DR. DILAFRUZ A. KURBONOVA

Doctor of Historical Sciences
TASHKENT, UZBEKISTAN

Working as Professor and Director in Institute of Media Studies, Shri Ramswaroop Memorial University, Lucknow



DR. ANVAR E. YULDASHEV

Candidate of Political Science, Doctor of Historical Sciences
Tashkent city, Mirzo Ulugbek district

Department of Psychology, Dev Sanskriti Vishwavidyalaya, Haridwar, Uttarakhand



DR. NEERAJ KHATTRI

Ph.D (Journalism)
INDIA

Senior Lecturer, Department of Pedagogy and Psychology, Uzbek State University of World Languages



DR. MANORANJAN TRIPATHY

(Ph.D) Psychology
INDIA

Professor Department of Law, University of Rajshahi



DR DJAVDAT A. PULATOV

Doctor of Philosophy in Pedagogical Sciences
TASHKENT CITY, YASHNAABAD DISTRICT

Assistant Professor



DR. MD. ABDUL ALIM

Ph.D (Gender Law and Development)
BANGLADESH

*Acting Associate Professor of the Department of Methods of Teaching the Uzbek Language at Jizzakh
State Pedagogical Institute*



DR. CHITTURU.SAIGITA

Doctoral Degree in Social Work
INDIA

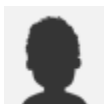
University professor



DR FERUZA U. JUMAeva

Ph.D (Philology)
Jizzakh city, "Zargarlik" mahalla

Assistant Professor



HUSAM MOHAMMED KAREEM AL-KHAZAALI

Ph.D

IRAQ

Assistant Professor in Economics



DR. S. MOHANKUMAR

Ph.D

INDIA

Associate Professor of the Department of "Spirituality and Enlightenment" of the ASU under the President of the Republic of Uzbekistan



SUFIAN ELTAYEB MOHAMED ABDEL- GADIR

Ph.D (Economics)

OMAN

Department of Translation, University of Mosul, Mosul, Iraq



DR ULUGBEK A. SAIDOV

Candidate of Philological Sciences

Tashkent city, Chilanzar district

Associate Professor of "Pedagogy and Physical Culture" Tashkent Institute of Textile and Light Industry



MUHAMMED IBRAHIM HAMOOD ASHIQ

Ph.D. in Translation

IRAQ

Acting Associate Professor of the Department of Teaching Methods of Uzbek Literature, Jizzakh State Pedagogical Institute



DR. VAKHOB N. SATTOROV

Candidate of Pedagogical Sciences
Yakkasaray District



DR DILNAVOZ A. SALIMOVA

Doctor of Philosophy in Philology
Jizzakh city, Zilol mahalla

Center for Teaching and Learning Excellence (CTLE)



DR. ANANIAS C. SABIJON, JR.

Ph.D (Philosophy)
PHILIPPINES

West Visayas State University – College of Arts and Sciences



ELIAS C. OLAPANE

Doctor of Philosophy in Social Science
PHILIPPINES

Department of Preschool Education, University Campus, Gallos



STAMATIOS PAPADAKIS

Ph.D
Greece

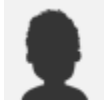
Associate Professor



DR. ILKHOM KH. ABDULLAEV

Doctor of Philosophy in Geography
Uzbekistan

Associate Professor Tashkent State Pedagogical University named after Nizami Tashkent,



DR. URAL KH. SAFAROV

Doctor of Philosophy in Pedagogics (PhD)
UZBEKISTAN

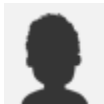
Associate Professor



DR. KOMILJON A. KARIMOV

Doctor of Philosophy (PhD) in Pedagogical Sciences
UZBEKISTAN

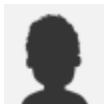
Lecturer, Universitas Nahdlatul Ulama NTB



DR. LALU MOH YUDHA ISNAINI

Ph.D. (Physical Education)

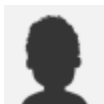
Lecturer of Sports Science, Mercu Buana University, Yogyakarta



DODY TRI IWANDANA, S.PD.,M.OR.,AIFO

INDONESIA

Hanoi Financial and Banking University, Vietnam



NGUYEN THI THANH HOA

VIETNAM

Associate professor of Applied Linguistics at University of Manouba, Tunisia



HASSEN KHAMMARI

TUNISIA

History and International Studies



CHUKWU, CHIKODINAKA JAMES

NIGERIA

Department of Applied Geography, Faculty of Arts and Humanities Al al-Bayt University, Jordan



DR. AYED MOHAMMAD AYED TARAN

Ph.D.

JORDAN

College of Languages and Translation, Najran University, Najran, KSA



DR. AMBREEN SAFDER KHARBE

Ph.D

INDIA

Assoc. Prof. Muhammadiyah Tangerang University



DR. AGUS SULAEMAN, M

INDONESIA

Northern Negros State College of Science and Technology (NONESCOST)



JAYSON A. DELA FUENTE

PHILIPPINES

Organization: Umingan National High School- Master Teachers' Association



JEGER PERALTA PARAGAS

Ph.D.

Philippine

Department of Religion and Philosophy, University of Jos, Nigeria

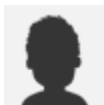


GIDEON IBN TAMBIYI

Ph.D.

Nigeria

DEMOCRITUS UNIVERSITY OF THRACE

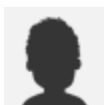


STAVROS FRAGKOS

Ph.D.

Greece

ADMINISTRATIVE LAW , PUBLIC LAW



EDI PRANOTO

Ph.D.
Indonesia

Permanent Lecturer at Universitas Pradita, Retail Management Study Program



DR. HARLIS SETIYOWATI, S.E., M.M.

Ph.D.
Indonesia

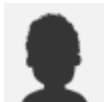
Associate Professor, Jizzakh State Pedagogical Institute



DR. AKCHAYEV FARRUX SHAVKATOVICH

Ph.D.
Uzbekistan

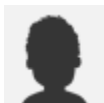
Lecturer - Datokarama State Islamic University, Palu



RUSLIN

Ph.D.
Indonesia

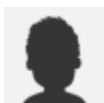
Associate Professor of Finance, King Fahad University of Petroleum and Minerals



ABUL HASSAN

Ph.D.
Saudi Arabia

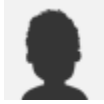
Doctor of Philosophy in Economics



DR. NAFTALY MOSE

Ph.D.
Kenya

Programme Head and Project Coordinator and Tribal and PVTG Livelihood development



DR. PIJUSH KANTI GHOSH

Ph.D.
India

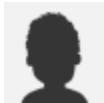
University of Petrosani Associate Professor Dr. Ect



CIUREA MARIA

Ph.D.
România

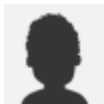
Community Development Officer Program for Nusa Tenggara Timur (PT. Pertamina Lubricants, 2019-2021)



WIDIARTANTO

Ph.D.
Indonesia

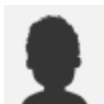
Kisumu Central Government Consistency Development



ROBERT ODEK

Ph.D.
Kenya

Glorious Vision University (formerly, Samuel Adegboyega University)



PATRICK CHARLES ALEX

Ph.D.
Nigerian

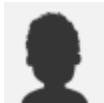
Professor of Translation Theory and Comparative Linguistics, Faculty of Foreign Philology, National University of Uzbekistan



DR. IRODA A. SIDDIKOVA

UZBEKISTAN

Faculty of Economy, Metropolitan University of Tirana



ALBINA HYSAJ

Ph.D.
Europe

Index

IJSSHR INDEXED IN

https://www.rootindexing.com/journal/international-journal-of-social-science-and-human-research-IJSSHR/

Browser window showing the website ijsshr.in/indexed.php. The page displays a grid of logos for various academic journals and databases, including Crossref, Open Access, JOUR INFORMATICS, ROAD, AcademicKeys, COPE, IJIS, ACADÉMIA, ISIFI, ISSUU, LinkedIn, OAJI Open Academic Journals Index, Scope Database, and zenodo. Below the grid, the text "INDEXED IN" is visible. The Windows taskbar at the bottom shows the system tray with a temperature of 27°C Berawan, time 7:45, and date 22/04/2026.

Link Jurnal

<https://www.ijsshr.in/v9i3.php>

Link Artikel

<https://www.ijsshr.in/v9i3/56.php>

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

by Chandra Hosen¹, Bahtiar Usman, Justine Tanuwijaya

Submission date: 22-Apr-2026 09:22AM (UTC+0700)

Submission ID: 2939893240

File name: Influence_of_Creativity_Proactive_Personality_and_SE_on_EP.pdf (819.45K)

Word count: 8307

Character count: 47137

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

Chandra Hosen¹, Bahtiar Usman², Justine Tanuwijaya³

^{1,2,3}Faculty of Economics and Business, Universitas Trisakti

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

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

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,

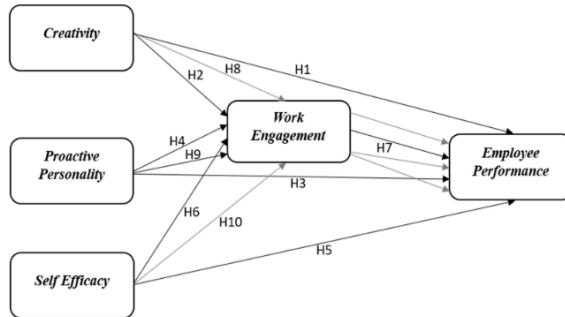
The Influence of Creativity, Proactive Personality, And Self-Efficacy On Employee Performance Mediated by Work Engagement

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%

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

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 $\geq 0,50$, the statement item is valid. The results of the validity test are presented in the following table:

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

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).

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

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 4 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 Influence of Creativity, Proactive Personality, And Self-Efficacy On Employee Performance Mediated by Work Engagement

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)

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

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.

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

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.

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

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.

REFERENCES

- 1) Abun, D., Nicolas, M. T., Apollo, E., Magallanes, T., & Encarnacion, M. J. (2021). Employees' self-efficacy and work performance of employees as mediated by work environment. *International Journal of Research in Business and Social Science* (2147-4478), 10, 1–15.
- 2) Ahmed, M., Zehou, S., Raza, S. A., Qureshi, M. A., & Yousufi, S. Q. (2020). Impact of CSR and environmental triggers on employee green behavior: The mediating effect of employee well-being. *Corporate Social Responsibility and Environmental Management*, 27(5), 2225–2239. <https://doi.org/https://doi.org/10.1002/csr.1960>
- 3) Allen, J., Harris, R., Jago, L., Tantrai, A., Jonson, P., & D'Arcy, E. (2022). *Festival & Special Event Management, Essentials Edition*.
- 4) Alessandri, G., Borgogni, L., & Latham, G. P. (2025). Direct and indirect longitudinal relationships among self-efficacy, job performance and career advancements. *International Journal of Psychology*, 60(1), e13262.
- 5) Ali, F., & Wardoyo, D. T. W. (2021). Pengaruh Self Efficacy terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening (Studi PT. Ultrajaya Milk Industry, Tbk Surabaya Bagian Marketing). *Jurnal Ilmu Manajemen*, 9(1), 367. <https://doi.org/10.26740/jim.v9n1.p367-379>
- 6) Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. - *PsycNET*. 22(3), 273–285. <https://psycnet.apa.org/doiLanding?doi=10.1037%2Focp0000056>
- 7) Bakker, A. B., Kamp, E. M. O. Den, & Tims, M. (2020). Proactive Vitality Management, Work Engagement, and Creativity: The Role of Goal Orientation. 69(2), 351–378. <https://doi.org/10.1111/apps.12173>
- 8) Bakker, A. B., Kjelleveid, O., & Espevik, R. (2023). Daily transformational leadership: A source of inspiration for follower performance? 41(December 2020), 700–708. <https://doi.org/10.1016/j.emj.2022.04.004>
- 9) Bakker, A. B., Tims, M., & Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*, 65(10), 1359–1378. <https://doi.org/10.1177/0018726712453471>
- 10) Bandura, A. (1978). Self-efficacy: Toward a unifying theory of behavioral change. *Advances in Behaviour Research and Therapy*, 1(4), 139–161. [https://doi.org/https://doi.org/10.1016/0146-6402\(78\)90002-4](https://doi.org/https://doi.org/10.1016/0146-6402(78)90002-4)
- 11) Bandura, A. (1986). *Social foundations of thought and action*. Englewood Cliffs, NJ, 1986(23–28), 2.
- 12) Bernales-turpo, D., Quispe-velasquez, R., Flores-ticona, D., Saintila, J., Mamani, P. G. R., Huancahuire-vega, S., Morales-garcía, M., & Morales-garcía, W. C. (2022). Burnout, Professional Self-Efficacy, and Life Satisfaction as Predictors of Job Performance in Health Care Workers: The Mediating Role of Work Engagement. <https://doi.org/10.1177/21501319221101845>
- 13) Cabrera-Aguilar, E., Zevallos-Francia, M., Morales-García, M., Ramírez-Coronel, A. A., Morales-García, S. B., Sairitupa-Sanchez, L. Z., & Morales-García, W. C. (2023). Resilience and stress as predictors of work engagement: the mediating role of self-efficacy in nurses. *Frontiers in Psychiatry*, 14(August), 1–11. <https://doi.org/10.3389/fpsy.2023.1202048>
- 14) Chien, S. Y., Yang, A. J. F., & Huang, Y. C. (2021). Hotel frontline service employees' creativity and customer-oriented boundary-spanning behaviors: The effects of role stress and proactive personality. *Journal of Hospitality and Tourism Management*, 47 (December 2020), 422–430. <https://doi.org/10.1016/j.jhtm.2021.04.015>
- 15) Choi, S. B., Ullah, S. M. E., & Kang, S. (2021). Proactive Personality and Creative Performance: Mediating Roles of Creative Self-Efficacy and Moderated Mediation Role of Psychological Safety.
- 16) Devi, W. S., Kadiyono, A. L., & Sulastiana, M. (2025). The Role Of Self-Efficacy In Technology Readiness Of Women Entrepreneurs In The Fashion Msme Sector. *EKOMBIS REVIEW*:
- 17) Dewidianto, R., Manalullaili, M., & Ningsih, C. P. A. (2024). Peran Komunikasi Organisasi dalam Event Organizer (Studi pada Event Organizer Soundtrack Indonesia Kota Palembang). *Jurnal Bisnis Dan Komunikasi Digital*, 1(4), 10.
- 18) Doğanülkü, H. A., & Korkmaz, O. (2025). The role of proactive personality and general self-efficacy in proactive career behavior: a mediation model. *International Journal for Educational and Vocational Guidance*, 25(2), 539–563.

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

- 19) Faiz Rasool, S., Almas, T., Afzal, F., & MOHELSKA, H. (2024). Inclusion of JD-R Theory Perspective to Enhance Employee Engagement. *SAGE Open*, 14(1), 1–17. <https://doi.org/10.1177/21582440231220207>
- 20) Falco, A., Girardi, D., De Carlo, A., Arcucci, E., & Dal Corso, L. (2022). The Perceived Risk of Being Infected with COVID-19 at Work, Communication, and Employee Health: A Longitudinal Application of the Job Demands–Resources Model. *Sustainability (Switzerland)*, 14(2). <https://doi.org/10.3390/su14021037>
- 21) Gerhart, B., & Feng, J. (2021). The resource-based view of the firm, human resources, and human capital: Progress and prospects. *Journal of Management*, 47(7), 1796–1819.
- 22) Ghosh, D., Sekiguchi, T., & Fujimoto, Y. (2020). Psychological detachment A creativity perspective on the link between. 49(9), 1789–1804. <https://doi.org/10.1108/PR-12-2018-0480>
- 23) Han, Y., & Wang, Y. (2021). Investigating the Correlation Among Chinese EFL Teachers' Self-efficacy, Work Engagement, and Reflection. 12(October), 1–11. <https://doi.org/10.3389/fpsyg.2021.763234>
- 24) Hasinat, I., Hjouji, Z., Loulidi, S., & Hjouji, A. (2024). The Multifaceted Nature of Individual Job Performance : A Focus on Individual Behaviors. 22, 9554–9570.
- 25) Hendrik, H., & Utami, L. S. S. (2025). Komunikasi Internal dan Work-life Balance di Perusahaan Event Management. *Koneksi*, 9(1), 123–132.
- 26) Islam, M. F., Al Masud, A., Emon, M., Shuvro, R. A., Jony, M. T. I., & Akter, T. (2025). Integrating green HRM for productivity and sustainability: green innovation, engagement and pro-environmental behavior as key mediators. *Future Business Journal*, 11(1). <https://doi.org/10.1186/s43093-025-00433-w>
- 27) Islam, M. F., Mofiz Uddin, M. M., & Rahman, M. M. (2024). Factors affecting retailer social responsibility: a PLS-SEM approach in the context of Bangladesh. *Social Responsibility Journal*, 20(3), 605–625. <https://doi.org/10.1108/SRJ-04-2023-0192>
- 28) Islam, T., Zahra, I., Rehman, S. U., & Jamil, S. (2024). How knowledge sharing encourages innovative work behavior through occupational self-efficacy? The moderating role of entrepreneurial leadership. *Global Knowledge, Memory and Communication*, 73(1–2), 67–83. <https://doi.org/10.1108/GKMC-02-2022-0041>
- 29) Kossyva, D., Theriou, G., Aggelidis, V., & Sarigiannidis, L. (2023). Definitions and antecedents of engagement: a systematic literature review. *Management Research Review*, 46(5), 719–738. <https://doi.org/10.1108/MRR-01-2021-0043>
- 30) Kulichyova, A., Jooss, S., & Garavan, T. (2022). Creativity development and Mode 2 theory development: Event system and experiential learning perspectives. *May 2021*, 455–479. <https://doi.org/10.1111/1748-8583.12480>
- 31) Lara, L., Dominguez-Lara, S., Gómez-Espino, J. M., Acevedo, F., Aparicio, J., Saracostti, M., & Miranda-Zapata, E. (2021). Adaptación y validación del Cuestionario de Compromiso Escolar en países iberoamericanos. *Revista Iberoamericana de Diagnóstico y Evaluación-e Avaliação Psicológica*, 2(59), 95–108.
- 32) Liu, B., Yun, J., & Zhao, J. (2024). The effect of proactive customer service performance on employee work engagement : a moderated dual-path model in spillover perspective. <https://doi.org/10.1108/TR-08-2024-0718>
- 33) Maryadi, M., Utami, H. N., Prasetya, A., & Hutahayan, B. (2025). Mapping the intellectual landscape of employee performance research: A bibliometric and mapping analysis (2020–2025). *F1000Research*, 14, 633.
- 34) Michopoulou, E., Azara, I., & Russell, A. (2020). Investigating the triangular relationship between temporary event workforce, event employment businesses and event organisers. 32(3), 1247–1273. <https://doi.org/10.1108/IJCHM-11-2018-0925>
- 35) Mohammad, A. M., Menhat, M., Shafi, S., Hussein, A. H. M. A., Al-Mubaideen, M. A., & Alshaketheep, K. (2025). Trends in employee performance: A comprehensive review and bibliometric analysis using Scopus and WOS. *SA Journal of Human Resource Management*, 23, 2887.
- 36) Morales-García, W. C., Vallejos, M., Sairitupa-Sanchez, L. Z., Morales-García, S. B., Rivera-Lozada, O., & Morales-García, M. (2024). Depression, professional self-efficacy, and job performance as predictors of life satisfaction: the mediating role of work engagement in nurses. *Frontiers in Public Health*, 12, 1268336.
- 37) Namono, R., & Tanui, S. (2024). Self-efficacy: implications for university employees' innovativeness. <https://doi.org/10.1108/IJIS-05-2023-0106>
- 38) Nusannas, I. S., Yuniarsih, T., Sojanah, J., Mutmainnah, D., & Imbari, S. (2020). The Effect of Self-Efficacy and Employee Engagement on Employee Performance in Mediation by Digital Literation. 11(1), 63–67.
- 39) Pai, C., Liu, Y., & Kang, S. (2020). The Role of Perceived Smart Tourism Technology Experience for Tourist Satisfaction, Happiness and Revisit Intention.
- 40) Peethambaran, M., & Naim, M. F. (2025). Unleashing the black-box between high-performance work systems and employee flourishing-at-work : an integrative review. 33(4), 829–847. <https://doi.org/10.1108/IJOA-12-2023-4123>
- 41) Rompas, Y. C., Pio, R. J., & Rumawas, W. (2020). Inovasi dan kreativitas kaitannya dengan kinerja karyawan. *Productivity*, 1(2), 163–167.

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

- 42) Sakthimala, B., & Deepalakshmi, G. (2023). Employment engagement a review of current research and its implications A theoretical framework. *Multidisciplinary Handbook of Social Exclusion Research*, 126.
- 43) Schaufeli, W. B., Martinez, I. M., Pinto, A. M., Salanova, M., & Barker, A. B. (2002). Burnout and engagement in university students a cross-national study. *Journal of Cross-Cultural Psychology*, 33(5), 464–481. <https://doi.org/10.1177/0022022102033005003>
- 44) Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill Building Approach*. John Wiley & Sons.
- 45) Sumaneeva, K. A., Karadas, G., & Avcı, T. (2021). Frontline hotel employees ' proactive personality , I-deals , work engagement and their effect on creative performance and proactive customer service performance. *Journal of Human Resources in Hospitality & Tourism*, 20(1), 75–100. <https://doi.org/10.1080/15332845.2020.1821429>
- 46) Teye-kwadjo, E., & Bruin, G. P. De. (2021). Rasch Analysis of the Proactive Personality Scale. 1–19. <https://doi.org/10.1177/00332941211028110>
- 47) Urbini, F., Caracuzzo, E., Bakker, A. B., & Callea, A. (2025). Does proactive personality foster playful work design? A survey study on implications for flow and task performance. *International Journal of Organizational Analysis*, July. <https://doi.org/10.1108/IJOA-05-2024-4539>
- 48) Varshney, D., & Varshney, N. K. (2025). Does empowering leadership behavior affect employee performance ? The mediating. 74(4), 1425–1451. <https://doi.org/10.1108/IJPPM-11-2023-0618>
- 49) Wang, S., & Zhang, H. (2025). Generative AI in international hotel marketing: impacts on employee creativity and performance. *International Journal of Contemporary Hospitality Management*.
- 50) Wijayanti, W., & Budiani, M. S. (2021). Hubungan antara iklim organisasi dan sistem penghargaan dengan work engagement pada karyawan PT X. *Character Jurnal Penelitian Psikologi*, 8(4), 168–179.
- 51) Zia, M. Q., & Naveed, M. (2025). Proactive , trustworthy and adaptable? Linking ethical leadership and adaptive performance through sequential mediation of trust in leaders and job crafting. <https://doi.org/10.1108/JHTI-09-2024-0956>



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.

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

ORIGINALITY REPORT

19%	13%	13%	7%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	www.researchsquare.com Internet Source	1%
2	journals.aom.org Internet Source	1%
3	www.trijurnal.lemlit.trisakti.ac.id Internet Source	1%
4	Submitted to Universitas Merdeka Malang Student Paper	1%
5	eprints.utar.edu.my Internet Source	1%
6	Ling Su, Jeffery D. Houghton, SiYu Chen, WenChi Zou. "Does organizational empowerment promote self-leadership in hotel management? An analysis based on employees' cultural value orientation", Journal of Hospitality and Tourism Management, 2022 Publication	1%
7	Submitted to UIN Prof. K.H. Saifuddin Zuhri Purwokerto Student Paper	<1%
8	www.mdpi.com Internet Source	<1%
9	cahaya-ic.com Internet Source	<1%
10	aws.sbp-journal.com Internet Source	<1%

11	www.ssbfn.net.com Internet Source	<1 %
12	Najla Safa Kamila, Amanda Setiorini. "The Influence of Organizational Climate, Change Process, and Change Openness on Readiness for Change at PT IAS Support Indonesia", International Journal of Contemporary Sciences (IJCS), 2026 Publication	<1 %
13	Xiaomeng Li, Ziyi Gong, Hyeran Choi, Seung-Wan Kang. "AI Self-Efficacy and Innovative Work Behavior in Hospitality and Tourism: A Job Demands-Resources Perspective on Work Engagement and Schedule I-Deals", Behavioral Sciences, 2026 Publication	<1 %
14	bmcpyschology.biomedcentral.com Internet Source	<1 %
15	"Eurasian Business and Economics Perspectives", Springer Science and Business Media LLC, 2021 Publication	<1 %
16	Arnold B Bakker, Maria Tims, Daantje Derks. "Proactive personality and job performance: The role of job crafting and work engagement", Human Relations, 2012 Publication	<1 %
17	Submitted to University of Surrey Student Paper	<1 %
18	M. A. M. Hussain Ali, J. Robinson, S. Gunapalan. "Impact of perceived organisational support and organisational politics on employee performance: The mediating role of work engagement of nursing officers in Sri Lankan hospitals", Peradeniya Management Review, 2026 Publication	<1 %

19	www.researchgate.net Internet Source	<1 %
20	lingcure.org Internet Source	<1 %
21	www.frontiersin.org Internet Source	<1 %
22	David G. Collings, Geoffrey Wood, Leslie T. Szamosi. "Human Resource Management - A Critical Approach", Routledge, 2025 Publication	<1 %
23	Submitted to Universitas Brawijaya Student Paper	<1 %
24	jyx.jyu.fi Internet Source	<1 %
25	www.businessperspectives.org Internet Source	<1 %
26	Leila Canaan Messarra, Noura Yassine, Grace K. Dagher, Serena Azar. "The interplay of emotional intelligence, work-life balance, job satisfaction and work engagement: Insights from the MENA region", Springer Science and Business Media LLC, 2025 Publication	<1 %
27	Submitted to University of Houston System Student Paper	<1 %
28	iieta.org Internet Source	<1 %
29	Submitted to Adtalem Global Education Student Paper	<1 %
30	Rana, Nripendra P., Yogesh K. Dwivedi, Michael D. Williams, and Niall C. Piercy. "An extended DeLone and McLean's information system model for examining success of online public grievance redressal system in Indian	<1 %

context", International Journal of Indian Culture and Business Management, 2015.

Publication

-
- 31 www.jurnal.konselingindonesia.com <1 %
Internet Source
-
- 32 Seckyoung Loretta Kim. "The interaction effects of proactive personality and empowering leadership and close monitoring behaviour on creativity", Creativity and Innovation Management, 2019 <1 %
Publication
-
- 33 Sharon K. Parker, Uta K. Bindl. "Proactivity at Work - Making Things Happen in Organizations", Routledge, 2019 <1 %
Publication
-
- 34 Submitted to universititeknologimara <1 %
Student Paper
-
- 35 Submitted to Hong Kong Baptist University <1 %
Student Paper
-
- 36 Jude Smith Rachele. "Dismantling Diversity Management - Introducing an Ethical Performance Improvement Campaign", Routledge, 2017 <1 %
Publication
-
- 37 scholars.hkbu.edu.hk <1 %
Internet Source
-
- 38 Ana Junça Silva, Sofia Costa. "Thriving in change: examining the influence of organizational sustainability on employee performance in the post-COVID landscape", International Journal of Organizational Analysis, 2024 <1 %
Publication
-
- 39 Submitted to De Montfort University <1 %
Student Paper
-

40 Fengyan Ma, Weining Wang, Man Liu, Helin Chen, Yajing Zhu, Yan Liu. "The Relationship Between Work Engagement and Safety Behaviour of Oncology Nurses: A Latent Profile Analysis", Journal of Advanced Nursing, 2025

Publication

<1 %

41 Submitted to Universiti Sains Malaysia

Student Paper

<1 %

42 Submitted to Universiti Teknologi MARA

Student Paper

<1 %

43 Submitted to University of Edinburgh

Student Paper

<1 %

44 Fatin Lailatul Badriyah, Mundakir Mundakir, Tita Rohita, Bih-O Lee, Santo Imanuel Tonapa. "The mediating role of self-efficacy in the relationship between spirituality and burnout among intensive care unit nurses: a pathway analysis", Applied Nursing Research, 2025

Publication

<1 %

45 www.tandfonline.com

Internet Source

<1 %

46 www.tpmap.org

Internet Source

<1 %

47 Submitted to Universiti Utara Malaysia

Student Paper

<1 %

48 Submitted to University of Sheffield

Student Paper

<1 %

49 abis-files.deu.edu.tr

Internet Source

<1 %

50 eprints.lse.ac.uk

Internet Source

<1 %

51 ijbmer.org

Internet Source

<1 %

52	ijcrt.org Internet Source	<1 %
53	journal.uii.ac.id Internet Source	<1 %
54	pmc.ncbi.nlm.nih.gov Internet Source	<1 %
55	www.dovepress.com Internet Source	<1 %
56	www.sciencedirect.com Internet Source	<1 %
57	Fangfang Zhang, Sharon K. Parker. "Reorienting job crafting research: A hierarchical structure of job crafting concepts and integrative review", Journal of Organizational Behavior, 2018 Publication	<1 %
58	Submitted to Universitas Pancasila Student Paper	<1 %
59	esd-conference.com Internet Source	<1 %
60	journal.bizscript-studio.co.id Internet Source	<1 %
61	public-pages-files-2025.frontiersin.org Internet Source	<1 %
62	repository.unissula.ac.id Internet Source	<1 %
63	www.newinera.com Internet Source	<1 %
64	Ahmet Çukurovali, Ayşem İyikal Çelebi, Serdal Işıktaş, Ahmet Melih Karavelioğlu. "Proactive personality, innovative work behavior, and employee performance: evidence from the insurance sector in Northern Cyprus", Frontiers in Psychology, 2026	<1 %

65	Submitted to Mancosa Student Paper	<1 %
66	Mihye Park, Heesun Chae, Xueqin Tian. "Proactive but not always creative: A moderated mediation model of creative identity and psychological safety", Acta Psychologica, 2025 Publication	<1 %
67	Talat Islam, Areela Khatoon, Amna Umer Cheema, Yasir Ashraf. "How does ethical leadership enhance employee work engagement? The roles of trust in leader and harmonious work passion", Kybernetes, 2023 Publication	<1 %
68	docs.google.com Internet Source	<1 %
69	hrcak.srce.hr Internet Source	<1 %
70	kwpublications.com Internet Source	<1 %
71	psppjournals.org Internet Source	<1 %
72	qjssh.com Internet Source	<1 %
73	sci-hub.red Internet Source	<1 %
74	vbn.aau.dk Internet Source	<1 %
75	www.deljoms.com.ng Internet Source	<1 %
76	www.iass.com Internet Source	<1 %
77	www.jotse.org Internet Source	<1 %

<1 %

78

Sandra A. Bakidamteh, Enoch Teye-Kwadjo, Inusah Abdul-Nasiru. "Understanding the Role of Proactive Personality in Occupational Health and Safety at Oil and Gas Service Stations in Accra", SAGE Open, 2022

Publication

<1 %

79

Yan Dong, Jieping Xu. "The Role of EFL Teachers' Optimism and Commitment in Their Work Engagement: A Theoretical Review", Frontiers in Psychology, 2022

Publication

<1 %

80

Yin Ma, Yun Yue, Liqi Hou. "The impact of proactive personality and clinical learning environment on nursing college students' perceived employability", Nurse Education in Practice, 2021

Publication

<1 %

81

R. Monica, R. Krishnaveni. "Enhancing innovative work behaviour through work engagement: examining the role of psychological empowerment and social support", International Journal of Business Innovation and Research, 2019

Publication

<1 %

82

Ruiying Gao, Dirk Gootjes. "Impact of Age Stereotypes on Innovative Work Behavior: The Mediating Role of Creative Self-efficacy and Work Engagement", Springer Science and Business Media LLC, 2025

Publication

<1 %

Exclude quotes Off

Exclude matches Off

Exclude bibliography On

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

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

/100

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12
