
Entrepreneurial Leadership Towards Innovative Work Behavior in MSMEs Through Creative Self Efficacy as a Mediation

Leozarus Deo¹ | Roby Sambung² | Olivia Ony Panjaitan³

^{1,2,3} Department of Management, Faculty of Economics and Business, University of Palangka Raya

Corresponding: robysambung@feb.upr.ac.id

Abstract

Objective – This study aims to provide an empirical explanation of the Effect of Entrepreneurial Leadership on Innovative Work Behavior in MSMEs engaged in culinary business in Palangka Raya City through Creative Self Efficacy as a Mediating Variable.

Design/Methodology/Approach – The analysis method used in this research is descriptive method with quantitative approach. The population and sample in this study were employees who worked for MSMEs engaged in the culinary sector who had more than 5 (five) employees in Palangka Raya City, totaling 140 people. IBM SPSS Statistical 25 and SmartPLS 3.0 were used to conduct Likert scale analysis on the data collected.

Findings – The results showed that entrepreneurial leadership has a significant effect on innovative work behavior and creative self-efficacy partially mediates between entrepreneurial leadership and innovative work behavior on MSMEs employees in the culinary business sector in Palangka Raya City.

Implications – Entrepreneurial leadership directly through creative self efficacy has a positive influence on innovative work behavior of MSMEs. Business actors and employees can maintain entrepreneurial leadership and maintain creative self efficacy to be able to increase innovative work behavior in culinary MSMEs businesses in Palangka Raya City.

Keywords: Entrepreneurial Leadership, Innovative Work Behavior, Creative Self Efficacy

INTRODUCTION

Economic activities aim to improve people's welfare, along with economic growth that can ensure the fulfillment of people's needs. In an effort to achieve this, jobs are needed that can absorb workers from various age groups regardless of job level (Mahendra et al., 2022). The movement of Micro, Small and Medium Enterprises (MSMEs) is very important in encouraging growth and increasing economic development and employment. This is in line with Siagian et al (2019) which states that in addition to MSMEs being the

foundation of the people's economic system which is not only intended to reduce the problem of income inequality between groups and between communities, or the problem of poverty and labor absorption.

Palangka Raya City is currently preparing to face the era of the Industrial Revolution 4.0, where many MSMEs activities are already connected to various tools and technologies produced by the Industrial Revolution 4.0. With this connectivity, MSMEs actors in Palangka Raya City will not hesitate to run their businesses, as well as being able to adapt to the times and develop their businesses. Faster access will also make it easier for MSMEs to run their businesses (Mahendra et al., 2022).

The development of Micro, Small, and Medium Enterprises (MSMEs) will have a positive impact on the lower middle class. This impact involves aspects of providing employment and increasing income, both nationally and internationally. Although the development of MSMEs brings benefits, challenges and obstacles also arise from internal and external factors. Internal constraints include capital, human resources, law, and accountability. In the context of capital and human resources, many MSMEs experience limitations, as is often the case in the aspects of capital and human resources (Yazfinedi, 2018)

Based on the results of the study, several obstacles were found in the development of Micro, Small, and Medium Enterprises (MSMEs) in Palangka Raya City, where one of the main obstacles is the lack of human resources. This is reflected in every business that is still dominated by less than 10 employees. The limited number of workers has an impact on the low level of creativity and innovation that can be produced by the business. If the number of workers or employees is greater, this can bring a variety of diverse thoughts and solutions to business development.

Entrepreneurial Leadership

The earliest definition of an entrepreneurial leader is by (Lippitt, 1987), who defines it as a person who is able to innovate, focus on tasks, take risks, assume personal responsibility and have an economic orientation. Fontana & Musa (2017) stated that entrepreneurial leadership is the process of sharing a goal about the possibility of an organization in the future that can be exploited in order to maintain its competitiveness. In addition, in the context of influencing others towards a goal through effective communication to recognize every opportunity that exists. Meanwhile, according to Goossen (2007), entrepreneurial leadership is a process of creating and developing an entrepreneurial culture and combining entrepreneurial processes, as well as brilliant new initiatives.

Creative Self Efficacy

Creative Self-efficacy is a derivative of the concept of self-efficacy theory. Self-efficacy comes from research and social cognitive theory (Bandura, 1997). Self-efficacy refers to a person's belief in their ability to perform tasks in a particular context (Luthans, 2006). Creative self-efficacy is an individual's belief in their ability to direct the motivation, cognitive resources, and actions needed to meet certain situational demands (Slåtten, 2014). Creative self-efficacy is a variable that is able to display and bring out self-confidence in employees to always think creatively (Rochani & Wijayanti, 2020). Creative self-efficacy is something that is very much needed to create employee creativity, with employees having the ability to generate new ideas and innovations, this will have an impact on the emergence of employee attention and the sustainability of the organization.

Innovative Work Behavior

Innovative work behavior is employee behavior to generate, adopt and implement new ideas. This is confirmed by Akram et al (2018) who stated that innovative work behavior is the

discovery, suggestion and application of employee ideas on work-related tasks that are beneficial to organizational performance. Knezović & Drkić (2020) stating that innovative work behavior is behavior that combines reasoning by finding alternatives, progress, new ways to achieve tasks, new technologies, implementing different work strategies and methods, and ensuring resources, so that new ideas can become reality.

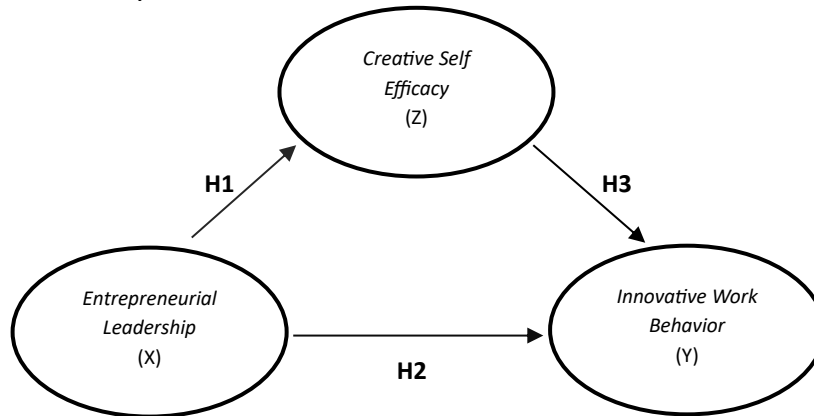


Figure 1. Research Concept Framework

The hypotheses proposed are as follows:

- H1. It is suspected that entrepreneurial leadership has an effect on creative self-efficacy in culinary business MSMEs employees in Palangka Raya City
- H2. It is suspected that entrepreneurial leadership has an effect on innovative work behavior in culinary business MSMEs employees in Palangka Raya City
- H3. It is suspected that creative self-efficacy has an effect on innovative work behavior in culinary business MSMEs employees in Palangka Raya City
- H4. It is suspected that entrepreneurial leadership has an effect on innovative work behavior mediated by creative self-efficacy in culinary business MSMEs employees in Palangka Raya City

METHODS

The type of research used in this study is descriptive statistics using a quantitative approach with IBM SPSS Statistical 25 and SmartPLS 3.0 analysis tools. This study is based on previous studies, namely entrepreneurial leadership, creative self-efficacy and innovative work behavior. For this reason, the population of this study is MSMEs employees in Palangka Raya City who are engaged in the culinary or food sector. The sampling method in this study uses a non-probability sampling method, namely the purposive sampling method which is a technique for determining certain samples (Sugiyono, 2013). The criteria used in sampling in this study are MSMEs engaged in the culinary sector that have more than 5 (five) employees in Palangka Raya City. So the number of samples in this study is 140 respondents.

Table 1. Variable Identification

Variable	Definition	Variable Indicator
Entrepreneurial Leadership (Fontana & Musa, 2017)	Entrepreneurial leadership is the process of sharing a goal about the possibility of an organization in the future that can be exploited in order to maintain its competitiveness. In addition, in the	1. Able to motivate 2. Achievement orientated 3. Persistent 4. Risk Taking 5. Visionary

	context of influencing others towards a goal through effective communication to recognize every opportunity that exists (Fontana & Musa, 2017).	(Fernald et al., 2005) 1. Innovativeness 2. Proactive (Morris et al., 2003)
Creative Self Efficacy (Slåtten, 2014)	Creative self-efficacy is an individual's belief in his or her ability to direct the motivation, cognitive resources, and actions necessary to meet specific situational demands. (Slåtten, 2014).	1. Individuals feel confident in their ability to solve problems creatively. 2. Individuals are able to generate new ideas. 3. Individuals are talented at developing ideas that come from others. (Tierney & Farmer, 2002)
Innovative Work Behavior Yuan dan Woodman (2010) merujuk (Knezović & Drkić, 2020)	Innovative work behavior is behavior that combines reasoning by finding alternatives, advances, new ways to achieve tasks, new technologies, implementing different work strategies and methods, and ensuring resources, so that new ideas can become reality (Knezović & Drkić, 2020).	1. Idea Exploration 2. Idea Generation 3. Idea Championing 4. Idea Implementation (J. De Jong & Den Hartog, 2010)

Source: Concept developed in this research, 2023

RESULTS AND DISCUSSION

The results of distributing questionnaires to research respondents obtained the following responses:

Table 2. Respondent Characteristics

Category	Frequency	Percentage
Gender		
Laki-Laki	88	62.9 %
Perempuan	52	37.1 %
Total	140	100%
Age		
19-24	53	37.9 %
25-29	37	26.4 %
30-34	34	24.3 %
35-39	11	7.9 %
40-44	5	3.6 %
Total	140	100%
Level of education		
High School	88	62.9 %
Diploma	18	12.9 %
Undergraduate (S1)	34	24.3 %
Total	140	100%

Length of Work		
< 1 year	44	31.4 %
1 – 2 years	67	47.9 %
2 – 3 years	20	14.3 %
3 – 4 years	9	6.4 %
Total	140	100%

Source: Processed primary data, 2023

Based on table 2, it can be seen that the data obtained through the distribution of questionnaires shows that 140 MSMEs employees engaged in the culinary field in Palangka Raya City who became respondents in this study were male as many as 88 people (62.9%) and female as many as 52 people (37.1%) of the total sample, this shows that male employees are more than female.

Judging from the age of the respondents in this study, it shows that employees aged 19-24 numbered 53 people (37.9%), employees aged 25-29 numbered 37 people (26.4%), employees aged 30-34 numbered 34 people (24.3%), employees aged 35-39 numbered 11 people (7.9%), employees aged 40-44 numbered 5 people (3.6%) of the total sample. This shows that the respondents in this study were mostly aged 19 to 24 years.

The educational status of respondents in this study shows that employees with high school/vocational high school education status numbered 88 people (62.9%), employees with diploma education status numbered 18 people (12.9%), employees with bachelor's degree (S1) status numbered 34 people (24.3%) of the total sample. This shows that most respondents in this study have high school/vocational high school education status. Finally, when viewed from the length of work of respondents in this study, it shows that employees who have worked for less than 1 year numbered 44 people (31.4%), employees who have worked for around 1-2 years numbered 67 people (47.9%), employees who have worked for around 2-3 years numbered 20 people (14.3%), employees who have worked for around 3-4 years numbered 9 people (6.4%) of the total sample. This shows that many respondents have worked for around 1-2 years.

Measurement Model (Outer Model)

Used to assess validity and reliability, Validity test refers Ghazali & Latan (2014) convergent validity can be seen through the average variance extracted (AVE) of each latent variable and the outer loading value of the specified indicator. Ghazali & Latan (2014) stated that the expected loading factor value is > 0.7 but the value of 0.6-0.7 is still acceptable and considered sufficient, while the expected AVE value is > 0.5 . Reliability test can be seen from the Cronbach's Alpha value or Composite Reliability > 0.7 means the variable is reliable.

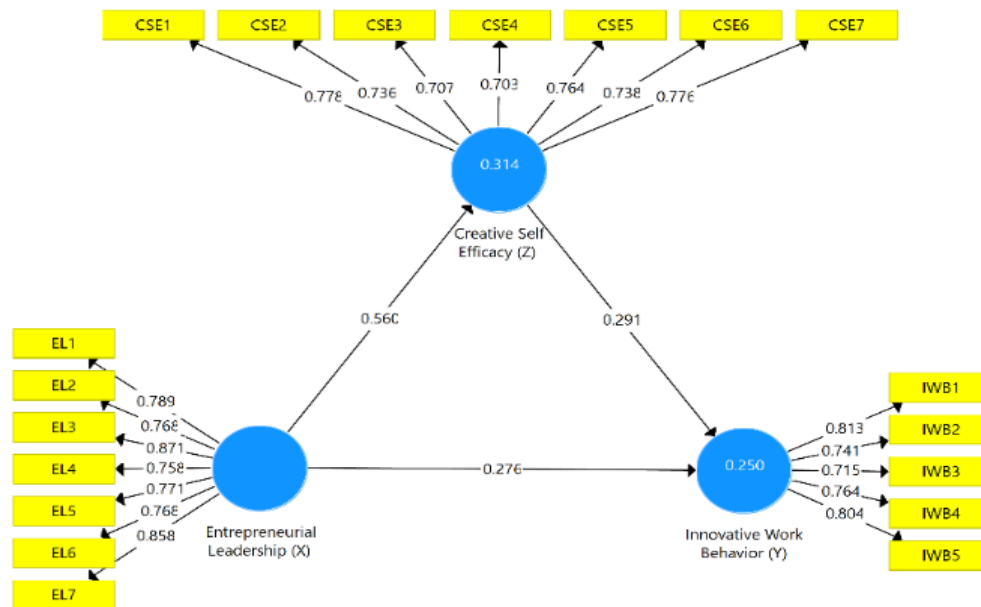


Figure 2. Outer Model

Figure 2 shows that the loading factor values for all constructs of entrepreneurial leadership, creative self-efficacy and innovative work behavior variables have values > 0.6 so they are declared valid.

Table 3. Hasil *Cronbach's Alpha*, *Composite Reliability*, *Average Variance Extracted (AVE)*

Variabel	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
<i>Creative Self Efficacy (Z)</i>	0.865	0.896	0.553
<i>Entrepreneurial Leadership (X)</i>	0.906	0.925	0.638
<i>Innovative Work Behavior (Y)</i>	0.827	0.878	0.590

Source: Processed data, 2023

In Table 3, the AVE value for entrepreneurial leadership, creative self-efficacy and innovative work behavior is > 0.5 so it is declared valid. The reliability results as in Table 3 are known for the variables entrepreneurial leadership, creative self-efficacy and innovative work behavior have Cronbach's alpha and Composite Reliability values > 0.7 so it is said that the three variables are reliable.

Structural Model (Inner Model)

Structural models are used to determine the magnitude of the influence between variables or the coefficient of determination (R^2). The coefficient of determination shows the suitability of the relationship between independent variables and dependent variables.

Table 4. Koefisien Determinasi (R^2) *R-square*

Variabel	<i>R Square</i>	<i>R Square Adjusted</i>
<i>Creative Self Efficacy (Z)</i>	0.314	0.309
<i>Innovative Work Behavior (Y)</i>	0.250	0.239

Source: Processed data, 2023

Table 4 explains that creative self-efficacy is influenced by entrepreneurial leadership by 0.314 or 31% (moderate influence approaching weak) and the rest is influenced by other variables outside the variables in this study. Furthermore, innovative work behavior is influenced by the variables of creative self-efficacy and entrepreneurial leadership by 0.250 or 25% (weak influence approaching moderate). And the rest is influenced by other variables outside the variables in this study.

Hypothesis Testing

Hypothesis testing is done using the t-test. Hypothesis testing uses a t-statistic value of 1.96 with an alpha value of 0.05. The results of direct and indirect influences are described as follows:

Table 5. Path Coefficients Results (Direct Effect)

Variabel Konstruk	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Entrepreneurial Leadership (X) → Creative Self Efficacy (Z)	0.560	0.568	0.065	8.648	0.000
Entrepreneurial Leadership (X) → Innovative Work Behavior (Y)	0.276	0.276	0.108	2.562	0.011
Creative Self Efficacy (Z) → Innovative Work Behavior (Y)	0.291	0.300	0.091	3.188	0.002

Source: Processed data, 2023

Hypothesis Test 1

The first test was conducted to see whether entrepreneurial leadership (X) had an effect on creative self-efficacy (Z). Based on table 4 above, the effect of the entrepreneurial leadership variable (X) on creative self-efficacy (Z) seen from the original sample value is positive, which is 0.560, which indicates the direction of the relationship between entrepreneurial leadership (X) and creative self-efficacy (Z) is positive and seen from the t-statistic value of 8.648, which means that the t-statistic is greater than the t-table ($8.648 > 1.96$). Meanwhile, the significance rate has a value of 0.000 ($P < 0.005$). It can be concluded that entrepreneurial leadership (X) has a positive and significant effect on creative self-efficacy (Z).

The results of this study support the research conducted by Indriyani et al (2022) which states that the results of research conducted on employees of 4 and 5 star hotels in Surabaya, found that entrepreneurial leadership had a significant effect on creative self-efficacy. This is reinforced by research Nyoman Sudiyani et al (2020) that entrepreneurial leadership (X) has a positive and significant effect on the creative self-efficacy (Z) of small and medium enterprises (SMEs) active in Denpasar.

Hypothesis Test 2

The second test was conducted to see whether entrepreneurial leadership (X) had an effect on innovative work behavior (Y). Based on table 4 above, the effect of the entrepreneurial leadership variable (X) on innovative work behavior (Y) seen from the original sample value is positive, which is 0.276, which indicates the direction of the relationship between entrepreneurial leadership (X) and innovative work behavior (Y) is positive and seen from the t-statistic value of 2.562, which means

that the t-statistic is greater than the t-table ($2.562 > 1.96$), for the significance rate it has a value of 0.011 ($P < 0.005$). It can be concluded that entrepreneurial leadership (X) has a positive and significant effect on innovative work behavior (Y).

The results of this study support the research conducted by Anggriani & Kistyanto (2021) which states that the results of research conducted on MSMEs under the guidance of the Surabaya City Cooperatives and Micro Enterprises Service found that entrepreneurial leadership has a positive and significant effect on innovation, and the results of this study are relevant to research Bagheri (2017) that entrepreneurial leadership significantly increases the innovative work behavior of employees in high-tech MSMEs in Iran.

Hypothesis Test 3

The third test was conducted to see whether creative self-efficacy (Z) had an effect on innovative work behavior (Y). Based on table 4 above, the effect of the creative self-efficacy variable (Z) on innovative work behavior (Y) seen from the original sample value is positive, which is 0.291, which indicates the direction of the relationship between creative self-efficacy (Z) and innovative work behavior (Y) is positive and seen from the t-statistic value of 3.188, which means that the t-statistic is greater than the t-table ($3.188 > 1.96$). Meanwhile, the significance rate has a value of 0.002 ($P < 0.005$). It can be concluded that creative self-efficacy (Z) has a positive and significant effect on innovative work behavior (Y).

The results of this study are relevant to the study Setyorini et al (2022) the results of testing the effect of creative self-efficacy on the innovative work behavior of MSMEs employees engaged in the culinary and service sectors in Magelang Regency showed significant results. Furthermore, the results of the study Nyoman Sudiyani et al (2020) showed that creative self-efficacy (Z) has a positive and significant effect on the innovative work behavior (Y) of small and medium enterprises (SMEs) active in Denpasar.

Table 6. Results of Specific Indirect Effects (Mediation Test) (Indirect Effect)

Variabel Konstruk	<i>Original Sampel (O)</i>	<i>Sampel Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
<i>Entrepreneurial Leadership (X) -> Creative Self Efficacy (Z) -> Innovative Work Behavior (Y)</i>	0.163	0.170	0.061	2.672	0.008

Source: Processed data, 2023

Hypothesis Test 4

The fourth test was conducted to see whether entrepreneurial leadership (X) had an effect on innovative work behavior (Y) mediated by creative self-efficacy (Z). Based on table 5 above, the effect of entrepreneurial leadership (X) on innovative work behavior (Y) mediated by creative self-efficacy (Z) seen from the original sample value is positive, which is 0.163, which indicates the direction of the relationship between entrepreneurial leadership (X) influencing innovative work behavior (Y) mediated by creative self-efficacy (Z) is positive and seen from the t-statistic value of 2.672, which means that the t-statistic is greater than the t-table ($2.672 > 1.96$). While the significance rate has a value of 0.008 ($P < 0.005$). It can be concluded that entrepreneurial leadership

(X) has a positive and significant effect on innovative work behavior (Y) mediated by creative self-efficacy (Z).

The results of this study support the research conducted by Nyoman Sudiyani et al (2020) that creative self-efficacy (Z) mediates the relationship between entrepreneurial leadership (X) positively and significantly with innovative work behavior (Y) of SMEs active in Denpasar. When leaders implement entrepreneurial leadership, it will encourage employees to be creative in producing new ideas. Employees with high creative self-efficacy will be encouraged to carry out innovative work behavior and there is a tendency to implement these new (J. P. J. De Jong & Den Hartog, 2016).

CONCLUSION

From the results obtained from the processed respondent data, it can be concluded that: entrepreneurial leadership has a positive and significant effect on creative self-efficacy in MSMEs employees in Palangka Raya City who are engaged in the culinary or food sector, entrepreneurial leadership has a positive and significant effect on innovative work behavior in MSMEs employees in Palangka Raya City who are engaged in the culinary or food sector, creative self-efficacy has a positive and significant effect on innovative work behavior in MSMEs employees in Palangka Raya City who are engaged in the culinary or food sector, and entrepreneurial leadership has a positive and significant effect on innovative work behavior mediated by creative self-efficacy in MSMEs employees in Palangka Raya City who are engaged in the culinary or food sector.

Due to the author's limitations in collecting and disseminating data during this study, the results obtained do not fully cover the theory as a whole. Therefore, the author suggests that further research be conducted in a different sector from this study. Researchers are also advised to consider the use of variables that have not been explored in this study and relate them to the variables that have been studied by the author. In addition, the author suggests that further researchers adopt different analytical approaches, such as qualitative analysis methods, in the hope of producing different findings compared to the quantitative analyses conducted by previous researchers.

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