

Work autonomy, communication openness, and self-efficacy in driving individual innovation

Ferry Hidayat¹, Sherly², Victor³

^{1,2,3}Department of Business Administration, Sekolah Tinggi Manajemen Bisnis Multi Sarana Manajemen Administrasi dan Rekayasa Teknologi, Medan, Sumatra Utara, Indonesia

ARTICLE INFO**Article history:**

Received Apr 8, 2026

Revised Apr 15, 2026

Accepted Apr 23, 2026

Keywords:

Autonomy of Work;
Individual Innovation;
Openness of
Communication;
Organizational Behavior;
Self-Efficacy.

ABSTRACT

This study aims to analyze the effects of work autonomy, communication openness, and self-efficacy on individual innovation among employees of PT. Karya Bersama. Individual innovation plays a crucial role in enhancing organizational performance, as it contributes to the development of new ideas, improvement of work processes, and overall work quality. Therefore, understanding the factors that influence individual innovation is essential for organizations seeking to remain competitive. This research adopts a quantitative approach using a survey method, with data collected through structured questionnaires distributed to employees of PT. Karya Bersama. A total of 47 respondents were selected using a saturated sampling technique. The collected data were analyzed using multiple linear regression with the assistance of SPSS version 25. The results indicate that work autonomy has a positive and significant effect on individual innovation. Similarly, communication openness also shows a positive and significant influence on individual innovation. In contrast, self-efficacy does not have a significant effect on individual innovation. Furthermore, the simultaneous analysis reveals that all independent variables collectively influence individual innovation, with an adjusted R² value of 0.586, indicating that 58.6% of the variation in individual innovation is explained by the model. These findings suggest that enhancing individual innovation can be achieved by strengthening work autonomy and promoting open communication within the organization.

This is an open access article under the CC BY-NC license.

**Corresponding Author:**

Sherly,
Department of Business Administration,
Sekolah Tinggi Manajemen Bisnis Multi Sarana Manajemen Administrasi dan Rekayasa Teknologi,
Jl. Pajak Rambe No. 92, Martubung, Medan, North Sumatra, Indonesia
Email: sherlychangg25@gmail.com

1. Introduction

In the era of globalization, characterized by increasingly intense competition and rapid changes in the business environment, organizations are required not only to adapt but also to continuously create added value through innovation. Innovation has become a critical factor in ensuring organizational sustainability and competitive advantage amid technological advancements and rising customer expectations (Bessant, 2018; Faizal, Harun, Yunhendri, Hafiz, & Shahrudin, 2022). Therefore, modern organizations no longer rely solely on systems or technology, but also on the capacity of their human resources to generate and implement new ideas (Dogra, 2023).

In this regard, individual innovation plays a strategic role in enhancing organizational performance. Individual innovation reflects not only employees' ability to generate new ideas but also their capability to develop, promote, and implement those ideas into practical solutions that create value for the organization (Schilling, 2020; Novita, 2022; Alateeg & Alhammedi, 2024). This perspective emphasizes that innovation is a continuous process involving the creation and application of novel ideas aligned with organizational needs and market dynamics.

However, individual innovation does not emerge spontaneously; rather, it is influenced by various structural and psychological factors within the organization. The literature highlights that work autonomy, communication openness, and self-efficacy are key determinants that contribute to the development of individual innovation. Work autonomy provides employees with the freedom to explore ideas and determine effective ways of performing their tasks, thereby enhancing creativity and a sense of ownership (Dixit & Upadhyay, 2021); Lu, Wang, Li, Liu, & Olsen, 2023). Communication openness facilitates transparent information flow and idea exchange, which strengthens collaboration and supports innovative behavior (Mahdia, 2024); Olajide, Ayodeji, & Olusade, 2020). Meanwhile, self-efficacy represents an individual's belief in their capability to perform tasks and overcome challenges, which significantly influences their willingness to engage in innovative activities (Rahmah, Purnama, Fatmah, Hakim, & Hasani, 2022; Ejiroghene, Ivwighrevero, & President, 2023).

Despite the growing body of literature examining the determinants of individual innovation, previous studies have predominantly analyzed the effects of work autonomy, communication openness, and self-efficacy in isolation. Limited empirical research has explored their simultaneous influence within a single integrated model, particularly in the context of small and medium-sized enterprises in developing countries. Furthermore, prior findings regarding self-efficacy remain inconsistent, with some studies reporting significant effects while others indicate non-significant relationships. Therefore, this study seeks to address these gaps by examining the combined effects of work autonomy, communication openness, and self-efficacy on individual innovation within an organizational setting, thereby providing a more comprehensive understanding of innovation drivers.

2. Research Method

This study employed a quantitative research design grounded in the positivist paradigm, which assumes that social phenomena can be objectively observed and measured using statistical techniques. An explanatory approach was adopted to examine the relationships among variables and to test the proposed hypotheses (Hidayat, 2025).

The research was conducted at PT. Karya Bersama, located on Jl. Bambu Runcing No. 33B. The study focused on four variables, namely work autonomy (X_1), communication openness (X_2), self-efficacy (X_3), and individual innovation (Y). These variables were analyzed to determine their influence on individual innovation within the organization. In line with the research objectives, this study proposes that work autonomy, communication openness, and self-efficacy have significant effects on individual innovation, both partially and simultaneously.

The data used in this study were quantitative in nature, represented in numerical form and analyzed statistically (Hidayat, 2025). The data were collected through a structured questionnaire using a Likert scale to measure respondents' perceptions regarding work autonomy, communication openness, self-efficacy, and individual innovation. The data sources consisted of primary and secondary data. Primary data were obtained directly from employees of PT. Karya Bersama through questionnaire distribution, while secondary data were collected from company documents, academic literature, journals, and relevant books (Hidayat, 2025).

The population of this study consisted of all employees of PT. Karya Bersama, totaling 47 individuals. A saturated sampling technique was applied, in which all members of the population were used as respondents. This technique ensures that the sample fully represents the population characteristics (Ratna Wijayanti Daniar Paramita, 2021). Therefore, the sample size in this study was 47 respondents.

The research variables included independent variables: work autonomy, communication openness, and self-efficacy and a dependent variable, namely individual innovation.

Table 1. Operational definition of variables

Variable	Indicators	Source
Work Autonomy	Freedom in decision-making, flexibility in work methods, independence in task execution	(Dixit & Upadhyay, 2021)
Communication Openness	Transparency of information, freedom to express opinions, feedback exchange	(Olajide et al., 2020)
Self-Efficacy	Confidence in task completion, ability to solve problems, persistence in challenges	(Bandura, 1997; Rahmah et al., 2022)
Individual Innovation	Idea generation, idea promotion, idea implementation	(Scott & Bruce, 1994; Novita, 2022)

Each variable was operationalized into measurable indicators and assessed using a Likert scale characteristics (Paramita, 2021). The research instrument used for data collection was a questionnaire developed based on the indicators of each variable (Hidayat, 2025).

Data collection was carried out through direct distribution of questionnaires to all respondents using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), enabling respondents to express their level of agreement with each statement (Paramita, 2021).

Data analysis was conducted using SPSS software. Descriptive statistics were first used to summarize the characteristics of the data, including minimum, maximum, mean, and standard deviation values. To ensure data quality, validity and reliability tests were performed. Validity testing was conducted by comparing correlation values with significance levels, where an item is considered valid if the significance value is less than 0.05. Reliability testing was carried out using Cronbach's Alpha, with a threshold of ≥ 0.70 indicating that the instrument is reliable (Paramita, 2021).

Furthermore, classical assumption tests were conducted to ensure that the regression model met statistical requirements. These tests included normality, multicollinearity, and heteroscedasticity tests. Normality was assessed using graphical methods and the Kolmogorov-Smirnov test, where a significance value greater than 0.05 indicates a normal distribution (Hidayat, 2025). Multicollinearity was evaluated using tolerance and Variance Inflation Factor (VIF) values, with tolerance > 0.10 and VIF < 10 indicating no multicollinearity. Heteroscedasticity was tested using scatterplot analysis to ensure that residuals were randomly distributed (Hidayat, 2025).

Multiple linear regression analysis was employed to examine the influence of work autonomy, communication openness, and self-efficacy on individual innovation, both partially and simultaneously (Paramita, 2021). In this study, the hypotheses tested include the partial effects of work autonomy, communication openness, and self-efficacy on individual innovation, as well as their simultaneous effect on individual innovation. Hypothesis testing was conducted using t-tests to evaluate the partial effects of each independent variable and F-tests to assess their simultaneous effects. The coefficient of determination (Adjusted R^2) was used to measure the extent to which the independent variables explain variations in the dependent variable, providing an indication of the model's explanatory power (Paramita, 2021).

3. Result and Discussion

Validity and Reliability Test

The validity test was conducted to assess whether each item in the questionnaire was capable of accurately measuring the intended constructs. The results indicate that all statement items across the variables; work autonomy, communication openness, self-efficacy, and individual innovation, have correlation values (r-count) greater than the critical value of r-table (0.361).

Specifically, the r-count values for work autonomy ranged from 0.872 to 0.912, for communication openness from 0.547 to 0.691, for self-efficacy from 0.631 to 0.825, and for individual innovation from 0.526 to 0.697. Since all values exceed the r-table threshold at a significance level of 0.05, all items are considered valid. These results demonstrate that the measurement instrument is capable of accurately capturing the constructs of work autonomy, communication openness, self-efficacy, and individual innovation. Therefore, all questionnaire items were deemed appropriate for further analysis.

Reliability testing was conducted to evaluate the consistency of the measurement instrument. The results show that all variables have Cronbach's Alpha values above the acceptable threshold of 0.60. Specifically, work autonomy has a Cronbach's Alpha value of 0.918, indicating very high reliability. Communication openness has a value of 0.701, self-efficacy has a value of 0.748, and individual innovation has a value of 0.655. These values indicate that all variables fall within the high reliability category. The findings confirm that the measurement instrument used in this study is reliable, as it produces consistent and stable results. Therefore, the questionnaire is considered suitable for data collection and subsequent statistical analysis.

- a. Descriptive Statistics, Descriptive statistics were used to provide an overview of the data distribution for each research variable. The results show that all variables exhibit relatively good mean values, indicating positive perceptions among respondents. Work autonomy has a mean value of 16.77 with a

standard deviation of 2.830, suggesting that employees perceive a relatively good level of autonomy with moderate variability. Communication openness has a mean value of 25.43 and a standard deviation of 3.133, indicating that information exchange and openness within the organization are perceived positively. Furthermore, self-efficacy shows a mean value of 20.32 with a standard deviation of 3.382, reflecting that employees generally possess a fairly strong level of confidence in handling tasks and challenges. Individual innovation has a mean value of 25.23 with a standard deviation of 2.736, indicating that employees demonstrate a relatively good level of innovative behavior. Overall, these findings suggest that all variables are in a favorable condition, although there is still room for improvement, particularly in strengthening innovative behavior among employees.

b. Classical Assumption Tests

The normality test

The normality test is used to determine whether the dependent and independent variables, or both, are normally distributed or approximately normally distributed. The normality test conducted in this study is presented as follows:

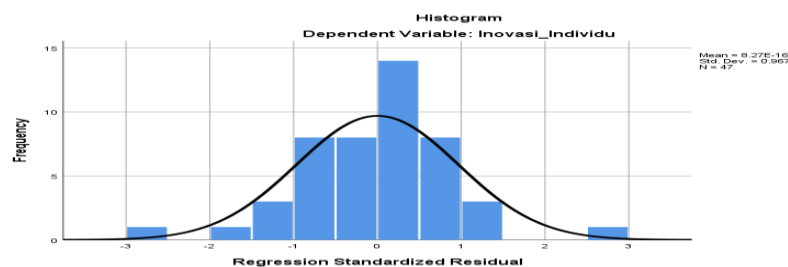


Figure 1. Normal curve histogram

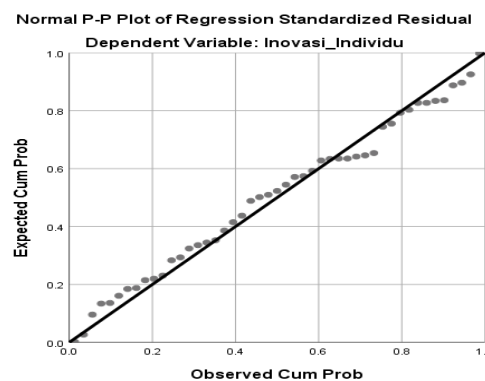


Figure 2. P-P plot

Table 2. Kolmogorov–smirnov test

		Unstandardized Residual
N		47
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.70232597
Most Extreme Differences	Absolute	.086
	Positive	.086
	Negative	-.063
Test Statistic		.086
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

The normality test results, based on histogram, P–P plot, and Kolmogorov–Smirnov test, indicate that the data are normally distributed, as the significance value exceeds 0.05 (Sig = 0.200).

The multicollinearity test

The multicollinearity test aims to examine whether there is a high correlation among the independent variables in the regression model. A good regression model is one in which no correlation exists among the independent variables. If correlations are present, the variables are considered non-orthogonal. Orthogonal variables are independent variables that have zero correlation with one another.

Table 3. Collinearity statistics

Model	Collinearity Statistics	
	Tolerance	VIF
1 work autonomy	.614	1.629
communication openness	.629	1.590
Self_Efficacy	.970	1.031

a. Dependent Variable: individual innovation

The multicollinearity test shows that all independent variables have tolerance values greater than 0.10 and VIF values less than 10, indicating no multicollinearity issues.

The heteroscedasticity test

Scatterplot analysis in SPSS is used to determine whether heteroscedasticity is present. If the points in the scatterplot form a specific pattern, it indicates the presence of heteroscedasticity in the regression model. Conversely, if the points are randomly distributed and do not form a clear pattern, the regression model is considered free from heteroscedasticity.

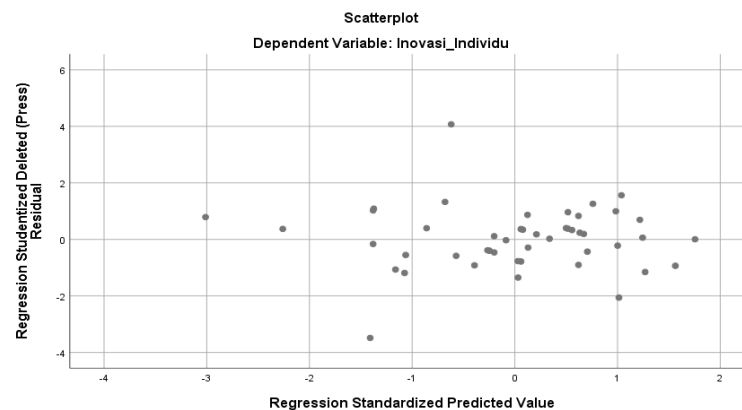


Figure 3. scatterplot

The heteroscedasticity test results reveal that the residuals are randomly distributed without forming a specific pattern, indicating that the model is free from heteroscedasticity.

- c. Multiple Linear Regression Analysis, multiple linear regression analysis was conducted to examine the effect of work autonomy, communication openness, and self-efficacy on individual innovation. The regression equation is as follows:

Table 4. Multiple linear regression analysis

Model	Coefficients ^a				
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	5.631	2.767		2.035	.048
work autonomy	.422	.117	.436	3.600	.001
communication openness	.384	.104	.439	3.672	.001
Self_Efficacy	.137	.078	.169	1.755	.086

a. Dependent Variable: individual innovation

$$Y = 5,631 + 0,422 X_1 + 0,384 X_2 + 0,137 X_3 + \varepsilon$$

The regression results show that the constant value is 5.631, indicating that when work autonomy, communication openness, and self-efficacy are assumed to be zero, the level of individual innovation is

5.631. Furthermore, work autonomy has a positive coefficient of 0.422, suggesting that an increase of one unit in work autonomy will lead to an increase of 0.422 in individual innovation, assuming other variables remain constant. Conversely, a decrease in work autonomy will result in a corresponding decline in individual innovation. Similarly, communication openness demonstrates a positive coefficient of 0.384, indicating that higher levels of communication openness contribute to increased individual innovation. Specifically, a one-unit increase in communication openness will raise individual innovation by 0.384, while a decrease will reduce it by the same magnitude, assuming other variables are held constant.

In addition, self-efficacy shows a positive coefficient of 0.137, which implies that an increase in self-efficacy is associated with an increase in individual innovation. However, the magnitude of its effect is relatively smaller compared to the other variables. A one-unit increase in self-efficacy will increase individual innovation by 0.137, while a decrease will lead to a corresponding reduction, assuming other factors remain unchanged.

- d. **Partial Test (t-test)** The partial test (t-test) is used to examine the effect of each independent variable, work autonomy (X_1), communication openness (X_2), and self-efficacy (X_3), on the dependent variable, namely individual innovation (Y). The results of the t-test are determined by comparing the calculated t-value (t-statistic) with the critical t-value (t-table), as well as by considering the level of statistical significance.

Table 5. The partial test (t-test)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	5.631	2.767		2.035	.048
work autonomy	.422	.117	.436	3.600	.001
communication openness	.384	.104	.439	3.672	.001
Self_Efficacy	.137	.078	.169	1.755	.086

a. Dependent Variable: individual innovation

The results of the t-test indicate that work autonomy has a positive and significant effect on individual innovation, as reflected by a t-value of 3.600 and a significance level of 0.001, which is below the threshold of 0.05. This finding supports the acceptance of the first hypothesis (H_1). Similarly, communication openness also demonstrates a positive and significant effect on individual innovation, with a t-value of 3.672 and a significance level of 0.001, thereby supporting the second hypothesis (H_2).

In contrast, self-efficacy does not show a significant effect on individual innovation, as indicated by a t-value of 1.755 and a significance level of 0.086, which exceeds the 0.05 threshold. Therefore, the third hypothesis (H_3) is rejected. Overall, these findings suggest that structural factors, particularly work autonomy and communication openness, play a more dominant role in influencing individual innovation compared to individual psychological factors such as self-efficacy within this study.

- e. **Simultaneous Test (F-test)**, the F-test is conducted to examine whether all independent variables, work autonomy (X_1), communication openness (X_2), and self-efficacy (X_3), included in the model have a simultaneous effect on the dependent variable, namely individual innovation (Y). The results of the F-test are determined by comparing the calculated F-value (F-statistic) with the critical F-value (F-table).

Table 6. Simultaneous (f-test)

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	211.122	3	70.374	22.701	.000 ^b
Residual	133.304	43	3.100		
Total	344.426	46			

a. Dependent Variable: individual innovation

b. Predictors: (Constant), Self_Efficacy, communication openness, work autonomy

The F-test results indicate that work autonomy, communication openness, and self-efficacy simultaneously have a significant effect on individual innovation ($F = 22.701$; $p = 0.000 < 0.05$). Therefore, H_4 is accepted, meaning that all independent variables collectively influence individual innovation.

- f. Coefficient of Determination (R^2), The coefficient of determination (R^2) is used to assess the extent to which work autonomy, communication openness, and self-efficacy contribute to explaining the variance in individual innovation.

Table 7. The determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.783 ^a	.613	.586	1.761	2.208

a. Predictors: (Constant), Self_Efficacy, Keterbukaan_Komunikasi, Otonomi_Kerja

b. Dependent Variable: Inovasi_Individu

The adjusted R^2 value is 0.586, indicating that 58.6% of the variation in individual innovation can be explained by work autonomy, communication openness, and self-efficacy. The remaining 41.4% is influenced by other factors not included in this study. This result suggests that the model has a relatively strong explanatory power in predicting individual innovation.

Discussions

The results of this study indicate that work autonomy has a positive and significant effect on individual innovation at PT. Karya Bersama. This is evidenced by the t-value of 3.600 and a significance level of 0.001, which is lower than the threshold of 0.05. This finding suggests that the greater the level of freedom and independence given to employees in managing their work, the higher their ability to generate new ideas and engage in innovative behavior. Work autonomy enables employees to make decisions, plan their tasks, and determine the most effective work methods. Such flexibility enhances employees' sense of responsibility and ownership toward their work, which in turn encourages them to be more creative and innovative.

This finding is consistent with (Dixit & Upadhyay, 2021) who argue that work autonomy provides employees with the flexibility to regulate how and when work is performed, thereby facilitating the exploration of new ideas. Similarly, (Lu et al., 2023) emphasize that work autonomy enhances employees' sense of control and responsibility, which ultimately promotes innovative behavior within organizations. Furthermore, the findings reveal that communication openness has a positive and significant effect on individual innovation. This is supported by the t-value of 3.672 and a significance level of 0.001, indicating that the second hypothesis is accepted. Open communication within the organization encourages employees to actively share ideas, suggestions, and feedback related to their work.

A transparent communication climate facilitates smooth information exchange and supports the development of new ideas. In addition, communication openness fosters a sense of psychological safety, allowing employees to express their opinions without fear of criticism or negative judgment. This condition enhances employees' confidence in proposing innovative ideas. These results are in line with (Mahdia, 2024), who states that open communication enables the free flow of information, ideas, and feedback, thereby strengthening collaboration and innovation. Likewise, (Olajide et al., 2020) argue that open communication creates a participatory and collaborative work environment that facilitates idea exchange and innovation development.

The finding that communication openness has the highest standardized coefficient ($\beta = 0.439$) indicates that it is the most dominant factor influencing individual innovation. From a strategic perspective, this suggests that organizations should prioritize the development of an open communication climate as a key driver of innovation. Management can implement policies such as transparent information systems, regular feedback mechanisms, and participatory decision-making processes to enhance communication openness. By fostering an environment where employees feel psychologically safe to express ideas, organizations can significantly improve their innovative capacity.

In contrast, the results indicate that self-efficacy does not have a significant effect on individual innovation. This is reflected by the t-value of 1.755 and a significance level of 0.086, which exceeds the 0.05 threshold. Although the regression coefficient shows a positive relationship, the effect is not statistically

significant. This suggests that employees' confidence in their abilities is not yet a dominant factor in driving innovation within the organization.

This finding implies that while self-efficacy may encourage individuals to engage in innovative behavior, its influence may depend on the presence of supporting organizational factors. Factors such as organizational culture, managerial support, and work environment may play a more dominant role in shaping individual innovation. Theoretically, (Rahmah et al., 2022) explain that self-efficacy reflects an individual's belief in their capability to perform tasks and face challenges. Individuals with higher self-efficacy tend to be more confident in trying new approaches and taking risks. Similarly, (Lestari, Watini, & Rose, 2024) highlight that self-efficacy enhances persistence in overcoming difficulties and achieving better performance. However, in this study, these psychological aspects alone are not sufficient to significantly influence innovation.

Moreover, the results of the simultaneous test indicate that work autonomy, communication openness, and self-efficacy collectively have a significant effect on individual innovation. The adjusted R^2 value of 0.586 shows that 58.6% of the variation in individual innovation can be explained by these three variables, while the remaining 41.4% is influenced by other factors such as leadership style, work motivation, and organizational support for innovation. These findings suggest that individual innovation is not driven by a single factor but rather by the interaction of multiple organizational and individual factors. Work autonomy provides employees with the freedom to develop new ideas, communication openness facilitates the exchange of information and collaboration, and self-efficacy relates to individuals' confidence in handling work challenges.

This result is consistent with (Jiang, Pan, Luo, & Guo, 2023), who argue that innovation develops when organizations provide flexible structures, open communication, and a supportive work environment. Similarly, (Sitorus et al., 2022) emphasize that individual innovation arises from the interaction between organizational and psychological factors. Therefore, organizations are encouraged to create a work environment that promotes autonomy, supports open communication, and strengthens employees' confidence in order to foster optimal individual innovation.

4. Conclusion

This study aimed to examine the effects of work autonomy, communication openness, and self-efficacy on individual innovation at PT. Karya Bersama. The findings indicate that work autonomy and communication openness have a positive and significant influence on individual innovation, while self-efficacy does not show a significant effect. Furthermore, the simultaneous test confirms that all independent variables collectively contribute to individual innovation, with an adjusted R^2 value of 0.586, indicating that 58.6% of the variation in individual innovation can be explained by the model.

These results are consistent with the expectations outlined in the introduction, emphasizing the importance of both structural and psychological factors in fostering innovation. However, the findings highlight that organizational factors, particularly work autonomy and communication openness, play a more dominant role compared to individual psychological factors such as self-efficacy.

From a practical perspective, PT. Karya Bersama is encouraged to continuously enhance work autonomy by providing employees with greater trust in managing their tasks, making decisions, and determining effective work methods. Strengthening communication openness is also essential, both between supervisors and subordinates and among colleagues, as it creates a more supportive work environment that encourages employees to share ideas, suggestions, and innovative solutions.

For employees, it is important to continuously develop self-efficacy by strengthening confidence in facing work challenges and actively contributing new ideas that add value to the organization. Although self-efficacy was not found to have a significant effect in this study, it remains an important factor in supporting creativity and innovation in the workplace. For future research, it is recommended to extend this study by incorporating additional variables that may influence individual innovation, such as leadership style, work motivation, organizational culture, and work environment. Further studies are also encouraged to use larger

sample sizes or different research settings to provide a broader understanding of the factors influencing individual innovation.

This study contributes to the development of organizational behavior literature by providing empirical evidence on the relative importance of structural and psychological factors in driving individual innovation. Specifically, the findings highlight that structural factors, such as work autonomy and communication openness, play a more dominant role than individual psychological factors like self-efficacy. This study also enriches the innovation literature by offering an integrated model that simultaneously examines multiple determinants of innovation, particularly in the context of developing countries. Therefore, it provides both theoretical enrichment and practical insights for organizations aiming to enhance employee innovation.

References

- Alateeg, S., & Alhammedi, A. (2024). *The role of employee engagement towards innovative work behavior mediated by leadership in small businesses*. 11(2), 145–156.
- Adel, F., Binni, H., Tamengkel, L. F., & Rumawas, W. (2024). *Pengaruh Budaya Organisasi dan Knowledge Sharing Terhadap Perilaku Kerja Inovatif Pada RS . Sentra Medika Minahasa Utara*. 5(3), 957–965
- Andamisari, D., Razali, G., & Kurniasih, E. R. (2023). Efektivitas Komunikasi Organisasi dalam Mencapai Keterbukaan Informasi (Studi Kasus Komunikasi Organisasi di PT. Lipwih Synergylab Estetika). *LUGAS Jurnal Komunikasi*, 7(1), 46–52. <https://doi.org/10.31334/lugas.v7i1.2627>
- Bessant, J. T. J. (2018). *Managing Innovation Integrating Technological, Market and Organizational Change* (6th ed.). London: Wiley.
- Dixit, A., & Upadhyay, Y. (2021). *Role of JD-R model in upticking innovative work behaviour among higher education faculty*. <https://doi.org/10.1108/RAUSP-03-2020-0060>
- Dogra, P. (2023). E-work self-efficacy and innovative behaviour: a moderated mediation analysis. <https://www.emerald.com/insight/0142-5455.htm>. <https://doi.org/10.1108/ER-12-2023-0619>
- Dayan, M., Husain, Z., Dayan, B., & Di, A. (2025). Roles of service innovation and dynamic internal resources on the organizational innovativeness-competitiveness relationship in Indian IT sector—A moderated mediation model. *European Research on Management and Business Economics*, 31(3), 100290. <https://doi.org/10.1016/j.iedeen.2025.100290>
- Dwika, W. P., & Rahmi, T. (2024). *Otonomi Kerja dan Employee Well-Being Pekerja Kreatif*. 7, 194–202.
- Ejiroghene, A. E., Ivwighrevero, O. V., & President, E. E. (2023). *Relationship between self-efficacy and innovative workplace behavior*. 5(2), 175–180.
- Faizal, M., Harun, B., Yunhendri, R. Bin, Hafiz, M., & Shaharudin, B. (2022). *The Impact Of Self-Efficacy And Creative Process Engagement On Innovative Work Behaviour In The Telecommunication Industry In Malaysia*. 1–24. <https://doi.org/10.46827/ejefr.v6i2.1273>
- Hidayat, F. (2025). *METODOLOGI PENELITIAN ADMINISTRASI MANAJEMEN & AKUNTANSI*. Medan: Sekolah Tinggi Manajemen Bisnis Multi Sarana Manajemen Administrasi dan Rekayasa Teknologi. Retrieved from https://www.researchgate.net/publication/397520882_METODOLOGI_PENELITIAN_ADMINISTRASI_MANAJEMEN_AKUNTANSI/link/6913e20e9708d52f2da738db/download?_tp=eyJjb250ZXh0Ijp7InBhZ2U0iJWdWJs aWNhdGlvbIIsInByZXZpb3VzUGFnZSI6bnVsbH19
- Hasani, S. (2024). Innovative Behavior As A Mediator: Self-Efficacy, Supportive Environment, And Creativity On Employee Performance. *RISUS – Journal on Innovation and Sustainability*, 15, 90–109.
- Jiang, L., Pan, Z., Luo, Y., & Guo, Z. (2023). *More flexible and more innovative: the impact of flexible work arrangements on the innovation behavior of knowledge employees*. (April), 1–11. <https://doi.org/10.3389/fpsyg.2023.1053242>
- Lestari, S., Watini, S., & Rose, D. E. (2024). Impact of Self-Efficacy and Work Discipline on Employee Performance in Sociopreneur Initiatives. *APTISI Transactions on Technopreneurship*, 6(2), 270–284. <https://doi.org/10.34306/att.v6i2.403>
- Lu, Z., Wang, S., Li, Y., Liu, X., & Olsen, W. (2023). Who Gains Mental Health Benefits from Work Autonomy? The Roles of Gender and Occupational Class. *Applied Research in Quality of Life*, (0123456789). <https://doi.org/10.1007/s11482-023-10161-4>
- Mahdia, A. (2024). *Innovation Keamanan Psikologis di Tempat Kerja : Menumbuhkan Komunikasi Terbuka dan Inovasi*. 1(5), 809–816.
- Novita, D. (2022). Individual Innovation Capability dalam Menciptakan kinerja optimal. *Jesya*, 5(2), 2052–2062. <https://doi.org/10.36778/jesya.v5i2.778>
- Nie, T., Tian, M., & Cai, M. (2023). *behavioral sciences Job Autonomy and Work Meaning : Drivers of Employee Job-Crafting Behaviors in the VUCA Times*.
- Olajide, A., Ayodeji, C., & Olusade, P. (2020). *Employee Relations : Influence of Communication Openness on Employee Job Satisfaction (A Study of Secondary School Teachers in Kogi State , Nigeria)*. (April), 39–50. <https://doi.org/10.20448/807.6.1.39.50>
- Puspitasari, D., Ekowati, D., & Rizki, A. (2023). Heliyon Innovative work behavior in public organizations : A

- systematic literature review. *Heliyon*, 9(2), e13557. <https://doi.org/10.1016/j.heliyon.2023.e13557>
- Rahmah, M., Purnama, C., Fatmah, D., Hakim, L., & Hasani, S. (2022). *Self-efficacy, Innovative Work Behavior and Job Performance in Digital Printing*. 5(1), 1–11.
- Ratna Wijayanti Daniar Paramita. (2021). *Metode Penelitian Kuantitatif (ketiga)*. Lumajang: WIDYA GAMA PRESS.
- Schilling, M. A. (2020). *Strategic Management Of Technological Innovation*. New York: McGraw-Hill Education.
- Sitorus, S. A., Hasibuan, A., Antikasari, T. W., Ode, W., Ainun, N., Sinaga, O. S., ... Penulis, K. (2022). *Pengantar Perilaku Organisasi*. Medan: Yayasan Kita Menulis.