EMPOWERING INNOVATION: HOW SELF-LEADERSHIP AND INCLUSIVE LEADERSHIP SHAPE CREATIVE WORK BEHAVIOR

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Article Information	Abstract
	This study investigates the influence of self-leadership and inclusive leadership on innovative work behavior, with creative self-efficacy as a mediating variable within a retail organizational context. This research is important considering the dynamics of the increasingly fierce retail industry competition requires companies to continue to innovate through human resource empowerment, especially in developing leadership styles that are able to trigger employee creativity and initiative. Drawing on a sample of 213 employees from PT Indomarco Prismatama in Bengkulu City, Indonesia, the research employs a quantitative approach using Partial Least Squares Structural Equation Modelling (PLS-SEM). The findings reveal that self-leadership and inclusive leadership significantly enhance employees' creative self-efficacy, positively affecting their innovative work behavior. Moreover, creative self-efficacy mediates the relationship between leadership styles and innovation, indicating its central role in fostering workplace creativity. These results contribute to the growing literature on leadership and innovation by highlighting the importance of psychological empowerment in driving innovative outcomes. The study also provides practical insights for organizational leaders to design leadership development programs that include self-leadership and inclusive leadership training, and create a work environment that encourages employee creativity and innovation by providing autonomy in decision-making, space to experiment with new ideas, and participatory communication.

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INTRODUCTION

Creative and innovative employees who can develop solutions to problems and seize opportunities are invaluable assets to organizations. Innovative Work Behavior (IWB) refers to the implementation of novel ideas by employees creatively and constructively (Dinesh Babu et al., 2024). IWB includes various components, such as the ability to address challenges creatively and the proactive initiative exhibited by employees (Phanniphong et al., 2024). It involves fostering internal support within the organization and designing plans for idea implementation (Dinesh Babu et al., 2024). Asurakkody & Kim (2020) describe IWB as a process comprising four stages: idea generation, opportunity identification, idea promotion, and implementation. IWB is widely regarded as a critical factor for the extended period viability of the organization (West & Farr, 1989). The advent of novel technological developments and innovative methodologies is predicated on the role of human resources (Castellano et al., 2021). Research by Li et al. (2022) also suggests this innovation is central to driving a company's success and enhancing its competitive edge.

Furthermore, as Anjum & Zhao (2022) posit, innovation is contingent upon employees' innovative work behavior (IWB), which is conducive to producing high-quality performance and minimal weaknesses. As Afsar et al. (2019) indicated, Individual personality is

instrumental in driving IWB. The ability of employees to support each other is a contributing factor to the emergence of innovative behavior at work.

Self-leadership refers to individuals independently organizing their actions and making decisions on their initiative. Some experts argue that self-leadership (SL) is a personal trait in which a person's goals and thoughts are focused on creating the desired innovation in a product or service (Goldsby et al., 2021). Self-leadership is the practice of self-regulation to enhance performance and motivation (Van Dorssen-Boog et al., 2020). Self-leadership is a strategy that assists individuals in exercising control over themselves to achieve desired outcomes (Kor, 2016). In essence, self-leadership was founded on the ability of individuals to independently manage their internal processes, thereby encouraging optimal personal behavior (Harari et al., 2021). Self-leadership is further defined as a concept of inner control and involves activities that can influence oneself to build motivation and goals at work (Godwin et al., 2016). This perspective is further substantiated by the findings of Marvel & Patel (2018), which assert that the concept of self-leadership is predicated on a myriad of theoretical frameworks concerning self-influence. These frameworks encompass self-control, self-management, internal motivation, and problem-solving techniques. Management involvement in employee growth is also essential, given that the path to a company decision is usually entrusted to the leader (Bligh et al., 2018). Concurrent studies state, for example, that self-leadership is characterized by self-influence and increasing motivation to achieve performance goals (Klosel, 2022). This statement was also consistent with results reported by (2021), which showed that employees can understand and implement self-leadership in the workplace, showing variability over time. In addition to the role of self-leadership in promoting innovative work behaviors, implementing inclusive leadership practices is essential for strengthening and enhancing employee motivation, ultimately contributing to creating a supportive and diversity-oriented organizational setting. Therefore, the importance of self-leadership in improving individual performance is unquestionable, especially when integrated with other leadership principles, such as inclusive leadership.

Inclusive leadership represents a distinctive leadership style characterized by actively promoting diversity, equity, and inclusion within organizational settings, emphasizing fostering employee growth by building trust and encouraging openness. "inclusive" is defined as participating at various levels, contributing to the collective, and assuming responsibility for achieving results (Javed et al., 2019). An inclusive, supportive leader who is approachable and provides innovative solutions while appreciating employees can effectively motivate employees to demonstrate innovative work behavior (Zafar et al., 2024). As posited by Ashikali et al. (2021), inclusive leaders acknowledge and value team members' diverse backgrounds, perspectives, and contributions, ensuring their involvement and contribution to the organization. Inclusive leadership involves leaders offering continuous support to employees, fostering open communication, and actively encouraging donations from team members (Choi et al., 2015).

Furthermore, according to Hanh Tran & Choi (2019), inclusive leadership refers to a leader who exhibits openness, accessibility, and a consistent readiness to engage with subordinates. Concurrently, Zhu et al. (2020) posit that inclusive leadership emphasizes fostering a sense of belonging among team members while acknowledging the diversity of group members. The significance of inclusive leadership is underscored by the team's composition, which comprises individuals from diverse backgrounds (Qian et al., 2024). In essence, inclusive leadership is characterized by a relationship of harmony among leaders and subordinates characterized by mutual acceptance, respect, and understanding (Wang et al., 2019).

In contrast to leaders who prioritize everyday needs and goals, inclusive leaders prioritize the engagement and contribution of all team members, recognizing the value of diverse perspectives and experiences. Inclusive leadership, also called open leadership, is predicated on a sense of availability, openness, and belonging among subordinates. It entails a demonstrated aptitude to understand the needs of subordinates (Jolly & Lee, 2021). Furthermore, leadership is instrumental in cultivating a work environment conducive to innovation, particularly when integrated with elements like creative self-efficacy.

Creative self-efficacy is a personal characteristic that can influence how inclusive leadership affects workplace innovation. Creative self-efficacy relates to individual's trust in their abilities and skills, which enables them to produce innovative outcomes (Khan et al., 2023b). Farmer & Tierney (2017) creative self-efficacy refers to an individual's confidence in their capacity to approach tasks and responsibilities creatively, which is defined as a person's belief in their abilities to achieve specific task outcomes in situations that affect their life (Bandura, 1978). Individuals with high creative self-efficacy typically have high self-confidence and self-esteem (Flammer, 2015). Creative self-

efficacy could be an aspect of self-efficacy, referring to the faith that individuals can develop new ideas (Du et al., 2020). The present study posits that creative self-efficacy could be a valuable requirement in creative and innovative idea generation. In their research, Chughtai & Khalid (2022) found that employees with high confidence tend to exert significantly more effort in achieving goals by finding solutions from various perspectives (Gan et al., 2023). Creative self-efficacy relates to individuals who have a high level of self-confidence and the capacity to generate and execute creative ideas and innovate. As Mou (2024) indicated, individuals with high creative efficacy usually become involved in productive and creative tasks and effectively overcome challenges. The term "CSE" is also described as the confidence a person has in their ability to ensure the most effective result (Vally et al., 2019). Therefore, understanding the function of creative self-efficacy in bridging the relationship between leadership and creative outcomes in the work environment is crucial. As a personal trait, creative self-efficacy may enhance the intersection of inclusive leadership and innovation in the workplace.

While many studies discuss self-leadership and inclusive leadership as distinct entities, few scholarly works still examine the interaction between these two ideas, especially in the context of their simultaneous impact on innovative work behavior. The study by Khahan et al. (2024) states that companies that support self-leadership for their employees will encourage innovative work behavior (IWB), which helps maintain a competitive advantage. The attainment of sustainable success for companies is contingent upon cultivating a culture that fosters sustainable, innovative work behaviors and the cultivation of self-leadership within the workforce (Ekmekcioglu & oner, 2024). An inclusive leader consistently assists subordinates and communicates transparently with employees to solicit suggestions (Choi et al., 2015). According to the research perspective of Cetinkaya & Yesilada (2022), integrating inclusive leadership methods characterized by interaction and support with employees can enhance an organization's internal whistleblowing behavior (IWB).

Furthermore, there remains a paucity of utilizing the creative self-efficacy variables to mediate the influence of the connection involving self-leadership, inclusive leadership, and innovative work behavior. The research was completed by Uppathampracha & Liu (2022) to analyze the impact of ethical guidance on innovative work behavior through creative self-efficacy and work involvement. The research provided evidence supporting the idea that creative self-efficacy is critical to the association of leadership and innovative workplace behaviors. As shown in the study by Javed et al. (2021), the significance of inclusive leadership is evident. This form of leadership fosters effective communication with employees, enhancing their confidence and propelling innovation.

Further disparities become evident in the object of research, wherein research with analogous variables has not been extensively studied in retail companies such as Indomaret. Research conducted by Khan et al. (2023) employs analogous variables; however, the focal point of their inquiry is organizations operating within Pakistan's IT sector. Research on inclusive leadership and IWB conducted by Guo et al. (2022) has some of the same variables, but the research object is the manufacturing and telecommunications industries. Although there has been considerable research in human resource fields, the retail industry context is still insufficiently explored, especially regarding leadership and IWB.

The extant research linking self-leadership, inclusive leadership, and innovative work behavior is limited. Consequently, the study's relevance to retail companies will be an essential reference for human resources literature in Indonesia. Employee innovative behavior is crucial in growing innovation in the company and preserving corporate sustainability (Wen et al., 2021). In their study, Fiaz et al. (2017) further explored the potential of multiple leadership styles, including inclusive leadership, as effective models for retail companies.

This study aims to fill these theoretical and contextual gaps by exploring the joint impact of self-leadership and inclusive leadership on IWB while investigating the mediating role of creative self-efficacy. Theoretically, this research contributes to the literature on leadership and innovation, particularly within the Indonesian retail sector. Practically, it offers valuable insights for HR practitioners and organizational leaders seeking to cultivate a culture of innovation by integrating leadership development with psychological empowerment strategies.

HYPOTHESES DEVELOPMENT
The Impact of Self-Leadership on Creative Self-Efficacy

Based on a study by Chughtai & Khalid (2022), self-leadership affects creative self-efficacy. The researchers posit that SL will benefit workers who are innovative in the future by encouraging employees to think independently and complete their tasks when facing challenges in the workplace. The studies' findings suggest a potential impact that self-leadership can have on creative self-efficacy within specific corporate activities. In the context

of the relationship between CSE and SL, self-leadership appeared as a particularly important factor, replacing cognitive resources in its capacity to drive creative and innovative performance. This assertion is supported by research findings, which suggest that self-leadership facilitates the processes of self-motivation, self-direction, and self-control (Khan et al., 2023). This study proposes that cognitive evaluation theory is an appropriate framework to explain the relationship between self-leadership and creative self-efficacy. This theory states that independence and control over work can increase motivation in a person, thus fostering self-confidence (Rummel & Feinberg, 1988). Based on the research findings that have been presented, the author proposes this hypothesis for further study:

H1: A positive association exists between self-leadership and creative self-efficacy.

The Impact of Inclusive Leadership on Creative Self-Efficacy

Research by Javed et al. (2021) proposes that inclusive leadership positively advances creative self-efficacy. This effect manifests in a work environment where inclusive leaders foster an environment that ensures fair opportunities for individual contributions. The above factors have been shown to impact workplace self-efficacy and employees' calmness positively. This phenomenon can be attributed, at least partially, to observations of employees with high creative self-efficacy. Studies have demonstrated that leaders significantly impact teams by affecting their employees' self-efficacy (He et al., 2021). Inclusive leaders have been shown to prioritize understanding and addressing their employees' emotions to foster confidence and engagement (Ernsting et al., 2015). According to the previous research that has been discussed, the writer proposes the hypothesis as follows:

H2: Inclusive leadership has a constructive effect on individuals' self-efficacy

The Effect of Self-Leadership on Innovative Work Behavior

According to research by Kor (2016), SL significantly influences IWB. This influence arises from the capabilities of individuals to motivate and control themselves, thereby engendering a work environment that fosters innovation. Moreover, the corpus of research on the influence of SL on IWB is further supported by the findings of (Khahan et al., 2024). In their study, the researchers concluded that self-leadership positively affects innovative work behavior, facilitating the creation of new ideas congruent with a person's roles and responsibilities. The authors of this study advanced the underlying hypothesis, H3, as a result of their findings:

H3: Self-leadership positively influences innovative work behavior (IWB).

The Influence of Inclusive Leadership on Innovative Work Behavior

Previous research has examined an association between IL and IWB. Another research conducted by Javed et al. (2019) showed that SL positively impacts IWB. This result suggests an important factor in fostering innovation and creativity among associates. The assertion was concurrent with the findings of current research by Mansoor et al. (2021), which showed a positive relationship between IL and IWB. The theory underlying this association of inter-organizational leadership (IL) and internal whistleblowing (IWB) is social exchange theory. According to this theoretical perspective, a leader who shows support to his employees and demonstrates inclusiveness will create a strong feeling of obligation for employees to work for the benefit of the leader and the organization Sprecher, (1998). These findings indicate that certain leadership styles can influence a work environment that encourages innovation and creativity. Therefore, H4 is:

H4: Inclusive leadership has a significant positive effect on innovative work behavior

The Impact of Creative Self-Efficacy on Innovative Work Behavior

Namono et al. (2022) argued that individuals with high levels of creative self-efficacy tend to exhibit innovative work behavior as they have confidence in their knowledge and ability to implement new ideas. The researchers further suggest that creative self-efficacy (CSE) positively impacts innovative work behaviors. In addition to the claims made by Santoso et al. (2019), this study states that CSE can influence IWB. High levels of creative self-efficacy among employees tend to encourage greater engagement in innovative work behaviors. This tendency is due to their high self-confidence level and capacity to execute existing creative ideas. According to the research findings, the authors proposed as follows:

H5: CSE exerts a positive effect influence on IWB.

The Mediation of Creative Self-Efficacy

According to Khan et al. (2023), creative self-efficacy can enhance an association between self-leadership and innovative work behavior.

Applying self-leadership has been found to increase an individual's level of creative self-efficacy, leading to increased innovative work behavior. The findings from this study suggest that creative self-efficacy plays an essential role in enhancing innovation and creativity. The hypothesis proposed by the authors is as follows:

H6: Creative self-efficacy mediates the influence of self-leadership on innovative work behavior.

Javed et al. (2021) explored the mediating effect of creative self-efficacy correlated with inclusive leadership and innovative work behavior. Their findings suggest that inclusive leadership enhances employees' creative self-efficacy, increasing our motivation for engaging in innovative work behaviors while carrying out their job responsibilities. Hence, the following hypothesis is expected.

H7: Creative self-efficacy mediates the relationship between inclusive leadership and innovative work behavior.
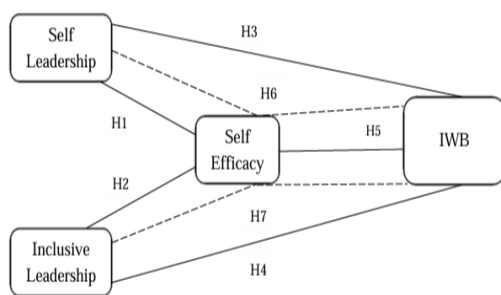

Figure 1. Conceptual framework and Hypotheses

METHODS

The present study adopted a quantitative approach. The utilization of online survey methodologies facilitates the objective aggregation of data, thereby formulating hypotheses that elucidate the underlying phenomena. The sampling technique employed was probability sampling, in which each member of the population was allocated an equal probability of being selected as a respondent. The target population was comprised of all PT Indomarco Prismatama employees in Bengkulu City. The data on the number of outlets and employees was obtained from the Bengkulu City Industry and Trade Office. A perusal of the records reveals that there are 99 outlets spread across nine sub-districts, with a total workforce of 536 individuals. The sub-district of Selebar has the most outlets, while Ratu Agung has the highest number of employees. Several other sub-districts have been found to have between eight and 14 outlets, with between 46 and 66 staff members employed. Kampung Melayu, Ratu Samban, and Sungai Serut are the sub-districts with the lowest number of employees. The number of employees does not always directly correlate with the number of outlets in each area.

The present study utilizes a questionnaire adapted and adopted from scientific research, which was previously employed in related studies. The innovative work behavior variable was measured using nine questions adapted from Saether's (2019) study. One of these questions is, "I can produce innovative solutions to problems." The variable of self-leadership is measured by a set of eight items, with the questions being adapted from (Castellano et al., 2021). According to one of the items, "I determine specific targets for my performance." The inclusive leadership variable is measured by nine items, with questions adapted from (Carmeli et al., 2010). One of those items is as follows: "The leader is open in discussing the goals to be achieved and how to achieve them." The creative self-efficacy variable is measured by a set of six questions derived from (Rigotti et al., 2008). One of these questions is, "I am able to stay calm when facing difficulties in my work because I can rely on my abilities."

The processing of this research was conducted using Smart PLS software. The technique involves collecting data through survey research, whereby a questionnaire serves as the medium for data collection. The measurement of questions and statements on the questionnaire is achieved through the implementation of a Likert scale, which is structured as follows: (5) strongly agree, (4) agree, (3) neutral, (2) disagree, and (1) strongly disagree.

Data analysis was performed using SmartPLS software. The study aimed to assess the measurement instruments' validity and reliability. A questionnaire is considered valid if the item loading value exceeds 0.70 and reliable if Cronbach's alpha exceeds 0.70, with an Average Variance Extracted (AVE) value above 0.50 (Hair et al., 2019). Hypothesis testing was conducted by examining path coefficients and t-statistics, with a t-value greater than 1.96 indicating statistical significance.

Table 2. Result of Demographic Profile of Respondents

No	Classification	Frequency	Percentage
1	**Gender**		
	Male	111	39.1
	Female	173	60.9
2	**Age**		
	17-19	16	5.6
	20-23	211	74.3
	24-26	52	18.3
	27-30	5	1.8
3	**Education**		
	SD/SMP/SMA	230	81.0
	D3	13	4.6
	S1	35	12.3
	Others	6	2.1
4	**Tenure**		
	<1-2 years	211	74.3
	3-4 years	54	19.0
	5-6 years	14	4.9
	7-8 years	5	1.8

Based on Table 2, most of the participants in this study were female (60.6%), while the number of male employees was 39.4%. In terms of education, most employees are high school graduates (81.0%) and, on average, work less than 1 year - 1 year (36.3%) and 1-2 years (35.2%), which proves that most employees are in the early stages of working. As many as 16.2% of respondents have worked for 2-3 years, and only a small percentage of employees have worked for more than 3 years, where the rate is 7.45%-0.4%.

Regarding age, the respondents were dominated by employees in the 21-25 age group (79.2%), which illustrates that the vast majority of employees were in the young and productive age group. This shows that most Indomaret employees who are respondents in this study are employees who are still in the early stages of their careers.

RESULTS
Validity Testing

The results presented in Table 2 demonstrate that all outer loading values for each indicator item in the questionnaire exceed 0.70, the minimum limit commonly used to indicate convergent validity in PLS-based structural equation model analysis. The findings suggest a robust and substantial correlation between each item and its designated latent construct, affirming its capacity to embody the intended concept authentically. The outer loading value above 0.70 indicates a high degree of joint variation between the construct and its indicators, suggesting that the indicator is statistically reliable and conceptually valid. In the context of this study, the instruments employed to measure Self-Leadership (SL), Inclusive Leadership (IL), Creative Self-Efficacy (CSE), and Innovative Work Behavior (IWB) are deemed appropriate and capable of reflecting the theoretical dimensions under study.

Table 2. Validity Test

	Creative Self-Efficacy	Inclusive Leadership	Innovative Work Behavior	Self-Leadership	
CSE1	0.789				Valid
CSE2	0.837				Valid
CSE3	0.821				Valid
CSE4	0.798				Valid
CSE5	0.840				Valid
CSE6	0.789				Valid

IL1	0.816			Valid
IL2	0.835			Valid
IL3	0.824			Valid
IL4	0.852			Valid
IL5	0.752			Valid
IL6	0.797			Valid
IL7	0.818			Valid
IL8	0.786			Valid
IL9	0.833			Valid
IWB1		0.756		Valid
IWB2		0.779		Valid
IWB3		0.760		Valid
IWB4		0.752		Valid
IWB5		0.792		Valid
IWB6		0.771		Valid
IWB7		0.790		Valid
IWB8		0.799		Valid
IWB9		0.808		Valid
SL1			0.802	Valid
SL2			0.825	Valid
SL3			0.816	Valid
SL4			0.740	Valid
SL5			0.793	Valid
SL6			0.713	Valid
SL7			0.745	Valid
SL8			0.816	Valid

Reliability Testing

As demonstrated in Table 3, the measuring instrument employed in the four variables under discussion has a Cronbach's alpha value and composite reliability of more than 0.7, while AVE is also more than 0.5. This finding shows that the measurement instrument employed for each variable possesses a satisfactory degree of reliability.

Table 3. Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Creative Self-Efficacy	0.897	0.898	0.921	0.660
Inclusive Leadership	0.936	0.937	0.946	0.661
Innovative Work Behavior	0.919	0.919	0.933	0.606
Self Leadership	0.909	0.910	0.926	0.612

Hypotheses Testing

Figure 2 displays the result of hypothesis testing of the proposed model in this study, using the Partial Least Squares (PLS) approach. The model illustrates the effect of self-leadership and inclusive leadership on innovative work behavior, with creative self-efficacy as a mediating variable. The following four variables are displayed: Self-Leadership (SL), Inclusive Leadership (IL), Creative Self-Efficacy (CSE), and Innovative Work Behavior (IWB).

Table 5 displays the data from the hypothesis test outcomes. The findings from the hypothesis testing reveal that self-leadership, creative self-efficacy, and inclusive leadership positively affect innovative work behavior.
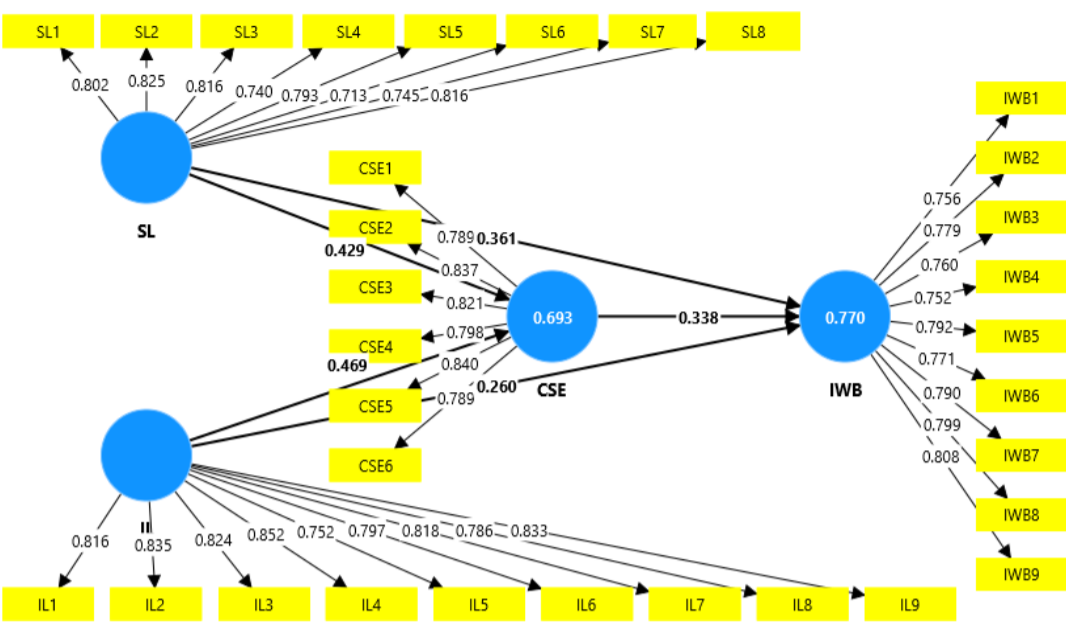
Figure 2. The Result of Hypotheses Testing Using Smart-PLS

Table 4. The Results of Hypotheses Testing

	Original sample (O)	Sample mean (M)	T statistics (|O/STDEV|)	P values
Self Leadership → Creative Self Efficacy	0.429	0.428	4.116	0.000
Inclusive Leadership → Creative Self Efficacy	0.469	0.470	4.374	0.000
Self Leadership → Innovative Work Behavior	0.361	0.363	4.714	0.000
Inclusive Leadership → Innovative Work Behavior	0.260	0.261	4.266	0.000
Creative Self-Efficacy → Innovative Work Behavior	0.338	0.334	4.473	0.000
Self Leadership → Creative Self Efficacy → Innovative Work Behavior	0.145	0.144	2.790	0.005
Inclusive Leadership → Creative Self-Efficacy → Innovative Work Behavior	0.158	0.155	3.435	0.001

DISCUSSION

The results of Hypothesis 1 show that self-leadership has a positive and significant effect on creative self-efficacy. This is evidenced by a t-statistic value of 4.116, which exceeds the critical value of 1.96, and a p-value of 0.000 (p ≤ 0.05). These findings support previous research suggesting that self-leadership enhances employees' creative self-efficacy. For example, Chughtai & Khalid (2022) concluded that self-leadership enables employees to complete tasks independently and creatively, preparing them for future workplace challenges. Individuals with strong self-leadership and intrinsic motivation tend to display greater confidence in performing creativity-demanding tasks.

This study examines how inclusive leadership impacts creative self-efficacy, providing a fresh viewpoint on the relationship between leadership style and the individual's confidence in showcasing creativity. The second hypothesis is substantiated by the findings of the analysis, which demonstrate a substantial impact of inclusive leadership on creative self-efficacy. The t-statistic value of 4.374 indicates that the observed data significantly exceeds the minimum t-value (1.96), thereby rejecting the null hypothesis. Furthermore, the p-value of 0.000 is considerably less than the significance threshold (p ≤ 0.05), thus substantiating the validity of the experimental results. This study's findings reveal that an inclusive leadership approach may

strengthen employees' belief in their creative abilities when dealing with complex challenges. The outcomes of this research correspond with those obtained in the study (Akbari et al., 2021). The latter emphasizes that effective leaders can achieve the goals of those visions by recognizing and developing the potential of individuals and teams. These leaders also support innovation, strengthen employee confidence, and regulate employee behavior to bring their ideas to fruition. Following the assertions above, Ernsting et al. (2015) have also posited that leaders who embrace inclusivity demonstrate a profound concern for their employees' emotional well-being and psychological state. This shows that empathy and consideration can improve workers' self-confidence. An inclusive leader encourages the involvement of his subordinates in the decision-making process, which also helps them acquire the necessary knowledge and skills. This condition, in turn, fosters an egalitarian work environment. As a result, employees develop greater assurance in their capabilities to carry out tasks and acquire knowledge from colleagues who demonstrate strong creative self-efficacy (Ye et al., 2018). As a result, our research believes inclusive leadership plays an essential function in increasing employees' creative self-efficacy. Inclusive leadership can create a supportive environment and encourage confidence to express innovative ideas.

The third hypothesis in this research posits that self-leadership plays a pivotal role in fostering innovative behaviors among employees. In this research, Hypothesis 3 is supported based on the statistically significant correlation between self-leadership and innovative work behavior, as indicated by a t-value of 4.714, which surpasses the thumb rule of 1.96, and the p-value of 0.000, below the significance level of 0.05. Therefore, the third hypothesis posits that there is an influence between self-leadership and innovative work behavior. These findings reinforce the study by Mustika et al. (2020), who pointed out that self-leadership positively and significantly affects innovative work behavior. Rizana's (2022) study yielded analogous findings. The researcher posited that employees who demonstrate proficiency in self-leadership tend to exhibit elevated levels of innovative work behavior. Conversely, employees with deficient self-leadership skills tend to demonstrate diminished amounts of innovative behavior. The present findings indicate that the capacity to lead oneself is a fundamental component in fostering innovation in the workplace.

In addition, the result of H4 confirms the validity of the fourth hypothesis, reinforcing the idea that inclusive leadership significantly impacts innovative work behavior. The t-statistic value 4.266 indicates a result greater than 1.96; the critical value for the t-distribution with n−1

degrees of freedom at the 5% significance level is used as a benchmark. Likewise, a p-value of 0.000 falls below the conventional 0.05, indicating statistical significance based on the t-distribution with n−1 degrees of freedom. Therefore, the fourth hypothesis posits that inclusive leadership influences innovative work behavior. (Bataineh et al., 2022). A study also indicates that inclusive leadership positively influences innovative work behavior. The researchers found that inclusive leaders encourage innovative behavior by fostering employee participation in decision-making, thus strengthening their ability to generate new ideas. This finding aligns with the LMX theory proposed by Sprecher (1998), which posits that an inclusive leadership style can foster mutual trust by offering opportunities and autonomy to employees. Inclusive leadership has the potential to catalyze the emergence of innovative behaviors, leading to the development of novel and beneficial ideas (Mansoor et al., 2021). Inclusive leadership styles have been demonstrated to foster innovative work behaviors by cultivating trust, providing autonomy, and engaging employees in the decision-making process.

Our analysis confirmed the H5, demonstrating the systematic and statistically significant relationship between the examined variables. This finding indicates that creative self-efficacy substantially affects innovative work behavior. This assertion is substantiated by the t-statistics value of 4.473, more than 1.96, and the p-value of 0.000, less than 0.05. The present study is supported by previous research indicating that people with high creative self-efficacy exhibit creative behavior. This tendency is attributed to these individuals' strong belief in their capability and knowledge to make and realize new ideas (Akbari et al., 2021). The present research is further substantiated by the findings of Namono et al. (2022), who demonstrated that creative self-efficacy substantially affects innovative work behavior. Employees who possess high levels of creative confidence in their abilities will likely find it more straightforward to implement creative ideas.

This study shows creative self-efficacy mediates self-leadership and inclusive leadership with innovative work behavior. The sixth hypothesis (H6) was tested, and the results obtained support the finding. The t-statistics value was found to be 2.79013, greater than 1.96. Furthermore, the p-value was determined to be 0.005, which is less than 0.05. Therefore, it could be inferred that self-leadership significantly influences innovative work behavior, which is mediated by creative self-efficacy. In addition, the seventh hypothesis (H7) testing findings revealed a t-statistics value of 3.435, greater than

1.96, and a p-value of 0.001, less than 0.05. This finding suggests that inclusive leadership substantially influences innovative work behavior by mediating creative self-efficacy. Hence, both hypotheses are supported, highlighting the significant role of creative self-efficacy in enhancing the relationship between inclusive leadership style and employees' innovative work behavior. The validity of this contention is further substantiated by earlier studies that demonstrate the mediating effect of creative self-efficacy in examining the impact of self-leadership and inclusive leadership on innovative work behavior. This positive and significant impact indicates that creative self-efficacy can enhance the role between the leadership style and employees' innovative behavior (Javed et al., 2021; Khan et al., 2023). Fundamentally, this study confirms the theoretical framework that explains the interactivity among self-leadership and inclusive leadership concerning innovative work behavior by identifying creative self-efficacy as the primary mediating variable among retail employees in Bengkulu City. The results of this research have added valuable insights to the literature on innovative work behavior in the retail industry. In addition, the results of this study also offer opportunities for developing leadership models that focus on enhancing individual capacity through belief in creative ability.

CONCLUSION AND RECOMMENDATION

This study demonstrates that self-leadership and inclusive leadership significantly influence employees' creative self-efficacy within the context of a retail organization. The findings reveal that self-leadership enhances employees' independence in decision-making and task execution, while inclusive leadership fosters an equitable environment that values and encourages individual contributions. Both leadership styles strengthen employees' belief in their creative capacities, which, in turn, promotes the generation of new ideas and workplace innovation.

Furthermore, the study affirms the mediating role of creative self-efficacy in the relationships between self-leadership, inclusive leadership, and innovative work behavior. Employees with higher confidence levels in their creative abilities are likelier to engage in innovative behaviors. Therefore, integrating autonomy-supportive leadership practices with inclusive leadership can create a work environment that nurtures and sustains innovation.

These findings offer valuable implications for future research, particularly exploring additional factors that may enhance the relationship between effective leadership and employees' innovative work behavior. From a practical standpoint, the results suggest that organizational leaders can apply these insights to design more effective leadership development strategies. Such strategies should aim to enhance creativity and foster innovation among employees.

Recommended interventions include leadership training programs focused on self-leadership and inclusive practices, personal development initiatives to strengthen creative self-efficacy, and cultivating a collaborative and psychologically safe work environment. These approaches can collectively contribute to building a more innovative and adaptive organizational culture.

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