



Effect of Empowering Leadership and Proactive Personality on Innovative Behavior in E-Commerce through Thriving at Work

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ABSTRACT

The purpose of this study was to obtain empirical data regarding the variables that influence the innovative work behavior of e-commerce employees, while specifically the objectives of this study are 1) To know and analyze the direct influence of empowering leadership on innovative work behavior of e-commerce employees, 2) To know and analyze the direct effect of proactive personality on innovative work behavior of e-commerce employees, 3) Know and analyze the direct influence of growing at work on innovative work behavior of e-commerce employees, 4) Know and analyze the direct influence of empowering leadership on thriving at work of e-commerce employees, 5) Knowing and analyzing the direct effect of proactive personality on thriving at work of e-commerce employees, 6) Knowing and analyzing the indirect effect of thriving at work in mediating empowering leadership towards innovative work behavior in e-commerce, 7) Knowing and analyzing the indirect influence of thriving at work in mediating a proactive personality on the innovative work behavior of e-commerce employees. This research was conducted on four iPrice versions of popular e-commerce in Indonesia, namely Shopee, Lazada, Tokopedia, and Bukalapak with a research sample of 200 permanent employees. Data analysis used the Structural Equation Modeling- Partial Least Square method. The results showed that 1) Empowering leadership has a positive effect on innovative work behavior, 2) Proactive personality has a positive effect on innovative work behavior, 3) Thriving at work has a positive effect on innovative work behavior, 4) Empowering leadership has a positive effect on thriving at work, 5) Proactive personality has a positive effect on thriving at work, 6) Empowering leadership has an effect on innovative work behavior by thriving at work, 7) Proactive personality has an effect on innovative work behavior by thriving at work.

Keywords: Empowering Leadership, Proactive Personality, Thriving at Work, Innovative Behavior

Introduction

The fierce business competition in Indonesia, makes each organization need to show its competitive advantage. In today's era, organizations are trying to gain success in the market by creating a competitive advantage. However, it has been argued in some literature that this way of creating competitive advantage through tangible resources is now not popular among organizations and there is a shift towards human capital (HR) for organizational competitiveness. In essence, human resources (HR) are the basic key to organizational success which is reflected in the potential of employees and their achievements for organizational success (Armstrong & Taylor, 2020). Therefore, the role of HR, especially in terms of unique skills and knowledge excellence, can be considered the main source of organizational sustainability (Zhengmin Li & Bari, 2022).

However, the facts shown by the Global Innovation Index 2021 Global Innovation Index, Indonesia is ranked 87th for innovation inputs and ranks 82nd for innovation outputs. If grouped by region, Indonesia occupies the 14th position in the Southeast Asia region. Malaysia, Thailand, and Brunei Darussalam are still superior to Indonesia. The survey states that "Indonesia performs best in market sophistication and its weakest performance is in business sophistication". In a free sense, Indonesia is superior in market conditions but weak in business excellence, especially in terms of innovation. This is in line with the opinion of Shanker (2017) that organizations that fail to innovate have the potential to reduce their ability to fight competition and risk exiting the market.

The low 2021 Global Innovation Index is a separate focus for the thriving of superior human resources in Indonesia. This is evidenced by the statement of the Ministry of Communication and Information (2018) which states that the thriving of organizations, especially technology-based business ecosystems in Indonesia, requires the support of innovative human resources. The role of innovative human resources in supporting technology-based business ecosystems in Indonesia is in line with government programs, namely the implementation of efforts to accelerate the digital economy through the Indonesia Digital Roadmap for 2021-2024 as a strategic guide for the journey of digital transformation in Indonesia (Indonesia.go.id, 2021).

In 2021, the value of Indonesia's digital economy is recorded at USD 70 billion and this is the highest in ASEAN. This amount is expected to grow almost 5 times by 2030 with a value of USD 330 billion. The sector that contributes to the digital economy is e-commerce (Liputan6.com, 2022). E-commerce transactions make the biggest contribution to Indonesia's digital economy, where in 2021 the value reached USD 53 billion. This number is predicted to increase to USD 104 billion in 2025, with a growth rate of 18% (Kominform, 2018). The e-commerce business in Indonesia has also increased sharply with the pandemic since 2020.

Electronic Commerce or e-commerce is buying and selling activities through electronic networks, especially the internet where the products sold are in the form of goods, services, sending funds, sending data, and others. According to the Southeast Asia e-Conomy report released by Google, there will be



40 million new internet users in Southeast Asia in 2021 and 80 percent of them have experienced online shopping (iPrice, 2022). Quoted in CNBC Indonesia (2022), iPrice released the most influential e-commerce research in Southeast Asia in the first quarter of 2022. As a result, Shopee, Lazada, Tokopedia, and Bukalapak dominate the Southeast Asian e-commerce market.

In the report, the most visited e-commerce in Southeast Asia is Shopee in the first quarter of 2022 with a total of 421 million visitors. This e-commerce from Singapore is the most visited in five of the six Southeast Asian countries. Namely, Malaysia, Singapore, Thailand, Philippines, and Vietnam. In Indonesia, e-commerce with the highest number of website visitors is still occupied by Tokopedia, reaching 157 million visitors in the first quarter of 2022. This e-commerce from Indonesia has succeeded in becoming the only local e-commerce that has the most local website visitors in Southeast Asia, rivaling Shopee and Lazada. Please note that Tokopedia only operates in Indonesia.

High e-commerce competition makes Shopee, Lazada, Tokopedia, and Bukalapak need to rely on employee innovative behavior to respond to technological thriving s, competitive demands, and unstable markets (Liu et al., 2020). Employee innovation at work is the foundation of any high-performance organization. This is seen as a knowledge base economy in which intangible assets are commodities that play an increasingly significant role in organizations, such as the ability to enhance competitiveness with "effectiveness and efficiency" (Riaz & Hussain, 2018).

Discussing innovative behavior, researchers try to observe innovation programs from e-commerce. Shopee has made several innovations to win e-commerce competition including shopping festival programs and promos ranging from price discounts, cashback, and free shipping. In addition, Shopee has provided game features that use artificial intelligence technology (Artificial Intelligence) such as Goyang Shopee, Shopee Quiz, Shopee Cut, Shopee Lucky Prize, Shopee Live, and Shopee Capture (Detik.net, 2022). However, this effort has not been able to make Shopee in the top position in the most popular e-commerce competition in Indonesia.

In contrast to Shopee, which prioritizes innovation in programs and promotions, Tokopedia, which ranks first, actually provides innovations related to shopping convenience and sales features. Among them are the quick reply chat feature (making it easier for sellers to reply to messages without opening the application), Tokopedia Play (buyers can interact with sellers directly during live sales), and many more (Tokopedia, 2022).

In terms of innovation, Lazada Indonesia (Lazada) in third place has received the 2022 Glints Best Employers Award for the Smart Teams category from Glints, which is the largest talent platform in Southeast Asia and Taiwan for career growth and recruitment based in Singapore. This award was received by Lazada for its organizational commitment to adapting technology and innovation to encourage employee empowerment and organizational growth. This also happened to Bukalapak, where e-commerce won the Tech Talent Magnet award (the level of talent

interest in the organization). The award was won on the basis that Bukalapak has succeeded in innovating so that it can attract the interest of technology practitioners and digital world experts (Indonesia, 2022).

Based on the description above, it is known that each e-commerce has its strategy in terms of innovation. The previous description illustrates the fierce competition in e-commerce in terms of program innovation. As an employee, innovative behavior must be implemented if you want to survive for a long time in the e-commerce industry. In addition, innovation is the spearhead of e-commerce to win the competition.

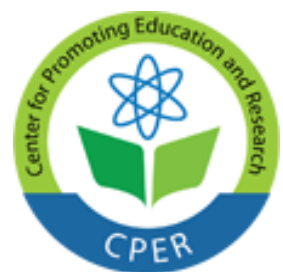
The high public interest in working in e-commerce is a challenge for employees. Quoting CNBC Indonesia, the HR research institute, Kelly Services, made a report entitled "Indonesia 2019 Salary Guide". The report states that e-commerce in Indonesia requires a large number of mid-level employees with an average salary of up to IDR 60,000,000. Seeing these numbers, many people are tempted and have dreams of working in e-commerce and even becoming leaders in the industry (CNBC Indonesia, 2021).

If employees and leaders cannot spur themselves to continue to innovate or choose to stay in their comfort zone because they feel that the organization is ranked at the top, then these employees will be replaced by new employees who are more ambitious, energetic, and ready to innovate. For this reason, researchers are interested in further analyzing innovative behavior as reflected through innovative work behavior in e-commerce in Indonesia so that it can occupy the top four most popular e-commerce positions in Southeast Asia according to Iprice's version, namely Tokopedia, Shopee, Lazada, and Bukalapak. This research will also calculate and analyze the factors that allegedly can increase innovative work behavior.

Following up on this, the researcher reviews several previous studies to determine the factors that influence innovative work behavior such as informational sharing, task-related learning, interactional learning, challenging tasks, organizational commitment (Batistelli et al., 2019), psychological empowering, participation in the decision-making process, organizational justice and transformational leadership (Knezović & Drkić, 2021), Transactional leadership style, organizational citizenship behavior, organizational culture (Khan et al., 2020).

At the organizational level, previous research has established that leaders can use their authority to introduce new ideas into the organization directly, and support the innovative behavior of their followers for the achievement of organizational goals (Usman et al., 2022). Furthermore, the opinion put forward by Li, & Wang (2017) that innovative work behavior is the main factor contributing to organizational success and personality traits have been identified as the first individual factor associated with innovative work behavior. In line with the previous opinion, Riaz & Hussain (2018) the role of thriving at work is an important element that bridges individual and contextual factors toward innovative behavior.

This study limits the factors that influence innovative work behavior based on the mapping conducted by Botha & Steyn



(2022) including job characteristics, namely job insecurity (Niesen et al., 2018). At the organizational level, IWB antecedents include organizational climate (Sethibe & Steyn, 2018; Shanker et al., 2017). Several antecedents deal with leader behavior, for example, leadership style (Soomro et al., 2021), personality is practicable (Yi-Feng Chen et al., 2021), and thriving at work (Liu et al., 2020). For this reason, the researcher distributed questionnaires (preliminary) to ascertain the factors perceived by e-commerce employees in increasing innovative work behavior.

Leadership is a factor that directly influences employees (Piccolo et al. (2010). The interaction between leaders and employees can affect employee perceptions and performance (Lin et al., 2020). Leaders are considered one of the most vital antecedents of innovation at work which implies that they need to know how to provide a context for employee creativity and innovation (Afsar and Masood, 2017). Leaders have a critical interest in an organization because it has a role to select, equip, train and influence one or more followers. When followers value and feel connected to the leader, they are more motivated and ready to work enthusiastically (Erhan et al., 2022). Leader support has an important role in providing challenging tasks through strong quality-based relationships (Javed et al., 2019).

Several, previous studies have examined the impact of leadership styles such as transformational leadership (Choi et al., 2016), transactional leadership (Faraz & Raza, 2018) ethical leadership (Chen & Hou, 2016), and authentic leadership on innovative work behavior (Purwanto & Fahmi, 2021). In their research Rao Jada et al. (2019) stated that a leadership style is needed that can create independence and freedom for employees, so that dependence on transformational leadership can be overcome. This is what underlies the researchers to include empowering leadership styles in the initial research survey. Based on this description, the researcher is interested in choosing leadership as an independent variable. As for determining the leadership style that is implemented at Shopee, Tokopedia, Lazada, and Bukalapak, the researchers conducted a leadership style survey which was filled in by 56 respondents.

Furthermore, in organizations in the field of selling products and services such as e-commerce, it is important to hire employees with positive personalities who can identify opportunities and solve challenges. Several studies have been conducted to explore which individuals are more likely to display innovative behavior at work based on the Big-Five personality model. Another opinion was put forward by Li & Wang (2017), that additional personality constructs, such as proactive personality, must be considered when studying personality traits that determine innovative work behavior.

Individuals with a proactive personality tend to be involved in generating, disseminating, and implementing ideas because they continue to improve their current situation, so a proactive personality is needed more than other personalities (Kong & Li, 2018).

The role of HR in the success of e-commerce is a major topic that must be considered. With a relatively short age, human resources must be able to develop to encourage the organization's

competitive advantage. For organizations that are under 15 years of age, of course, it is a challenge in itself to encourage employee thriving. Quoted in several online news such as Antaranews.com (2020), and Dignation. id (2020), and Kumparan (2021) the characteristics of e-commerce employees are dominated by the millennial generation. Quoted in Wheeler (2017), to make the millennial generation thrive at work, there are six attributes that millennials want in an organization, namely continuous learning opportunities, life balance, being full of challenges, being able to interact with leaders, and having clear directions and goals. clear and acknowledged.

Based on the previous description, several things underlie the conduct of this research. First, there is a need for further study of individual and organizational predictors which can later become the basis for innovative work behavior. The introduction of these predictors will be very useful for the practice of human resource management in any organization. Second, a lot of evidence shows that it is very important to identify personal conditions and organizational strategies that influence individual behavior (Madrid et al. 2014; Shanker et al. 2017).

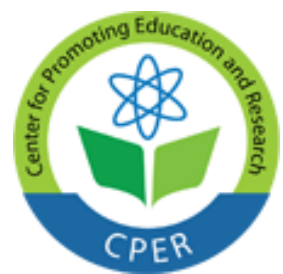
Therefore, referring to the research of Walumbwa et al. (2018), we expect that relational characteristics (empowering leadership) and individual characteristics (proactive personality) for innovation will play an important role through employee experiences (thriving at work) toward innovative behavior (Riaz, S., Xu, Y., & Hussain, 2018). The main theoretical contributions are based on the theory of Conservation Of Resources (COR) and the Socially Embedded Model Of Thriving (SEMT). What is novel in this study is that researchers classify employee innovative work behavior at four e-commerce sites in Indonesia, namely Shopee, Tokopedia, Lazada, and Bukalapak to assess how high employee innovative work behavior is.

Literature Review

Innovative Work Behavior

In 1989, West & Farr introduced the term innovative work behavior as the intentional creation, introduction, and implementation of new ideas within a work role, group, or organization, to benefit the performance of the role, group, or organization (West & Farr, 1989). The previous description limits innovative behavior to a deliberate effort to provide useful new results. This was later developed by several other experts, such as Janssen (2000) who defines innovative work behavior as complex behavior, which positively influences organizational and individual performance, expresses and develops innovative ideas, and requires extra-role behavior. In line with the previous opinion, Botha & Steyn (2022) define innovative work behavior as the activity of creating, introducing, and deliberately implementing new ideas by employees individually or in groups to benefit the performance of roles, groups, or organizations.

Innovative work behavior is defined as production activities or adopting new ideas such as processes, products, or procedures in work roles, groups, or organizations (De Jong, 2007). More simply, Sethibe & Steyn (2017), define innovative work behavior as a multi-stage process. Based on the opinions of



previous experts, innovative work behavior is a multi-stage production process.

In line with the previous opinion, Purba & Paundra (2018) also define innovative work behavior as the intentional creation, introduction, and implementation of new ideas to benefit the organization. A similar opinion was expressed by Riaz & Hussain (2018), innovative work behavior is defined as "the intentional generation, promotion, and realization of new ideas in a work role, group, or organization". Furthermore, Liu et al. (2020) define innovative work behavior as a deliberate formation to promote and realize new ideas with work roles, work groups, or organizations. Innovative work behavior is defined as behavior related to initiating, directing, and creating new ideas or products that are useful for the organization (Erhan et al., 2022). Based on the opinions of previous experts, it can be synthesized that innovative work behavior is the formation of intentional behavior including the creation, introduction, and realization of ideas or products that are useful for the organization.

Based on the opinions of previous experts, it can be synthesized that innovative work behavior is a complex positive behavior that includes the activities of creating, introducing, and implementing new ideas that positively affect performance.

The dimension of innovative work behavior is assessed by nine items based on the scale of Scott and Bruce (1994) which relates innovative work behavior to the innovation process. Based on this main source, Janssen (2000) suggests that there are three dimensions to measure innovative work behavior, namely idea generation, idea promotion, and idea realization. The dimensions used in this study use the three dimensions proposed by Janssen (2000), namely generating ideas with indicators of creating new ideas, and seeking new work methods or techniques. Furthermore, the dimensions of idea promotion with indicators mobilize support for innovative ideas, gain approval for innovative ideas, and make organizational members enthusiastic about innovative ideas. The last is the dimension of idea realization with indicators of turning ideas into useful applications, introducing innovative ideas into a systematic work environment, and evaluating the usefulness of innovative ideas.

Empowering Leadership

In 1986, Burke identified leaders as individuals who can empower others (Burke, 1986). Empowering is the giving of power or delegation of authority. Furthermore, in 1988, Conger & Kanungo defined empowering as a process that involves leaders sharing power with employees. According to Ford & Fottler (1995), empowering not only distributes power but also provides a mechanism whereby responsibility for results is placed on individuals and teams. Based on this definition, Konczak et al. (2000) argue that empowering leadership is leadership that describes "the behavior of sharing power with subordinates.

Another opinion was expressed by Kim et al. (2018) who define empowering leadership as the behavior of a leader who delegates power and provides work autonomy, training, and information to his subordinates which will increase subordinates' motivation. Knezovic & Musrati (2018) define empowering leadership as granting autonomy to subordinates and motivating

them to use their strengths and skills in creative ways that help them to drive innovation and effectiveness in the organization.

Based on the opinions of previous experts, it can be synthesized that empowering leadership is the behavior of sharing power through the granting of work autonomy so that employees will be motivated. Furthermore, Gold (2022) defines empowering leadership as the leader's action in providing autonomy, participation, decision-making, and meaningful work to subordinates. In line with the previous opinion, Kwan et al. (2022) define empowering leadership as the process of implementing conditions that allow sharing of power with employees by delineating the importance of the employee's work, providing greater decision-making autonomy, expressing confidence in employee abilities, and removing barriers to performance.

Based on the opinions of previous experts, it can be synthesized that empowering leadership is the leader's act of giving autonomy to employees to express trust to build meaningful work and remove performance barriers.

Konczak et al. (2000) measured empowering leadership with the Leader Empowering Behavior Questionnaire (LEBQ) scale. The dimensions used in this measurement are delegation of authority, accountability, self-directed decision-making, information sharing, skill thriving, and coaching for innovative performance.

Based on the previous description, this study uses the dimensions proposed by Ahearne et al. (2005) namely enhancing the meaningfulness of work with indicators that leaders help understand employee goals, leaders help understand the interests of workers, and leaders help understand employee work effectiveness. Furthermore, the dimensions of fostering participation in decision-making with indicators of leaders making joint decisions, and leaders asking employees' opinions. Furthermore, the dimensions of expressing confidence in high performance are measured by indicators that leaders believe in employee abilities, leaders encourage employee abilities. The last is the dimension of providing autonomy from bureaucratic constraints with the indicator that the leader delegates authority, the leader delegates task

Proactive Personality

A proactive personality was defined in 1993 by Bateman & Crant (1993) as an individual character who tends to behave stably until they become aware of changes in their environment. This opinion was followed up by Crant (2000), individuals with proactive personalities believe that they can change the conditions around them as a result of their behavior. These individuals can be aware of the opportunities they encounter and can take initiative by identifying opportunities. With these features, individuals with a proactive personality try to influence and change their environment (Tekeli, M., & Özkoç, 2022).

Furthermore, Marjolein (2018) defines a proactive personality as a stable personality characteristic referring to an attitude of initiative and persistence to bring about meaningful change and identify opportunities. Buil et al. (2019) stated that a proactive personality refers to a relatively stable tendency to influence environmental changes. Individuals who are high in the



proactive personality trait are more likely to take the personal initiative to deliberately change their situation. Instead of waiting to respond to elements in the work environment, proactive individuals have an active orientation, seek information, explore the environment and try to anticipate future opportunities.

Based on the opinion of previous experts, it can be synthesized that a proactive personality is a self-character where individuals can influence and change surrounding conditions. In line with the previous opinion, Hossain & Al Asheq (2020) define proactive personality as a measure of an individual's disposition to scan for opportunities, show initiative, take action, and persist until they can bring about change. Furthermore, Yi-Feng Chen et al. (2021) defines a proactive personality as a self-characteristic that actively creates changes in the environment; seeks and creates opportunities, shows initiative, and perseveres in the face of obstacles. A similar opinion was expressed by Altura et al. (2021), a proactive personality is defined as an individual character who tends to identify opportunities, show initiative, and persist until significant change occurs.

Based on the opinion of previous experts, it can be synthesized that a proactive personality is a character in which individuals show an attitude of persistence when facing obstacles until they can bring about change. A proactive personality was introduced by Bateman & Crant (1993). Then in 1996, JM Crant compiled the dimensions used to measure proactive personality. These dimensions are acting on the opportunity, show initiative, taking action, persistent. Then this dimension was followed up by Seibert & Kraimer (1999) as a proactive personality scale.

This study uses the dimensions of Bateman & Crant (1993), namely, act on an opportunity with indicators of seeing opportunities, and identifying opportunities. Furthermore, the show initiative dimension is measured by indicators of looking for ways to improve life, and looking for ways to do things. The take action dimension fixes things you don't like and takes constructive action. Finally, the persistent dimension is measured by the indicator that there are no obstacles to realizing desires, against opposition to win the competition.

Thriving at Work

Thriving at work was defined in 2005 by Spreitzer as a psychological state in which individuals experience a sense of vitality and a sense of learning at work (Spreitzer et al., 2005). Furthermore, Goh & Spreitzer (2022) define thriving at work as a psychological state in which individuals experience a sense of vitality and a sense of learning at work. In line with the previous opinion, Ghulam Abid et al. (2019) defines thriving at work as subjective self-regulation including affective and cognitive abilities. Based on the opinions of previous experts, it can be synthesized that thriving at work is a psychological state including affective (vitality) and cognitive (sense of learning) abilities.

Rahman et al. (2022) define thriving at work as resources that help employees to fulfill their goals and it is related to desired outcomes such as taking over, innovative work behavior, career adaptability, life satisfaction, and self-thriving, and enables the organization to gain competitive advantage. Furthermore, Liu et al. (2020) define developing at work as a process of self-

adaptation in which employees can self-regulate based on how they feel and measure their thriving to improve short-term individual functioning and long-term adaptability to their work environment.

Based on the opinions of previous experts, it can be synthesized that thriving at work is a process of self-adaptation where employees can self-regulate based on self-thriving, satisfaction, and the work environment.

Spreitzer et al. (2005) conceptualize two dimensions of developing thriving at work. This dimension consists of feelings of vitality and feelings that one is learning or getting better (learning). This dimension has also been modified by Na-Nan et al. (2020) where vitality refers to individual work behavior that is full of vitality by releasing energy through self-enthusiasm to work successfully. These people work actively through their physical and mental energies. Meanwhile, the learning dimension refers to the behavior of individuals who are ready to learn new things by looking for new ways or procedures to develop their potential.

Research Methods

Place and time of research

This research was conducted on four e-commerce versions of popular e-commerce in Indonesia, namely Shopee, Lazada, Tokopedia, and Bukalapak. Researchers chose Shopee, Lazada, Tokopedia, and Bukalapak as research objects due to the success of this e-commerce in winning the most popular e-commerce competition. Researchers are interested in analyzing the role of HR in producing innovative work behavior.

This study aims to calculate and analyze innovative work behavior in the four e-commerce. The calculations are carried out directly and indirectly. The variables of empowering leadership, proactive personality, and thriving at work are calculated as a direct effect on innovative work behavior. Furthermore, in the indirect effect calculation technique, the researcher makes the variables developing at work as intervening variables.

Population and Sampling Techniques

A population is a group of people, events, or things that are interesting for researchers to study (Sekaran & Bougie, 2016). According to Sekaran & Bougie (2016). The population consists of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied. The population in this study were Shopee, Lazada, Tokopedia, and Bukalapak employees with a total of 18,000 population consisting of 6,232 Shopee employees, 7,406 Tokopedia employees, 2,915 Bukalapak employees, and 1,447 Lazada employees.

The sample is a subset or part of the population whose characteristics are being investigated. The sample consists of selected members of the population (Sekaran, 2010). In this study, sampling was carried out using a non-probability sampling technique. Non-probability sampling is a sampling technique that does not provide equal opportunities for each element or member of the population to be selected as a sample. This sampling technique includes systematic sampling, quota, accidental, purposive, saturated, and snowball. In this study, the sampling



technique used was non-probability sampling with a purposive sampling technique (Holmes-Smith, 2010).

According to Sekaran & Bougie (2016) purposive sampling, that is, researchers obtain information from those who are most prepared and meet several criteria needed in providing information. The reason for using purposive sampling is that it is hoped that the sample to be taken meets the criteria according to the research to be carried out. To align the sample in this study, the researcher limited the sample to 200 employees who worked in the project marketing division at Shopee, Tokopedia, Lazada, and Bukalapak. Furthermore, the respondent criteria used in this study were permanent employees.

Data collection technique

The researcher uses primary data for all variables, including the independent variables, namely Empowering Leadership (X1), Proactive Personality (X2), Thriving at work

(X3) as the variable (intervening), and Innovative Work Behavior (Y) as the dependent variable.

Data analysis technique

The data analysis technique that will be used to test this research uses the SEM-PLS (Structural Equation Modeling- Partial Least Square) method. SEM-PLS is now widely applied in many social science disciplines, including organizational management, international management, human resource management, management information systems, operational management, marketing management, management accounting, and strategic management (Ringle, 2019).

The SEM-PLS method is of great interest to many researchers because it allows them to estimate complex models with many constructs, indicator variables, and structural paths without imposing distributional (non-parametric) assumptions on the data.

Research Results and Discussion

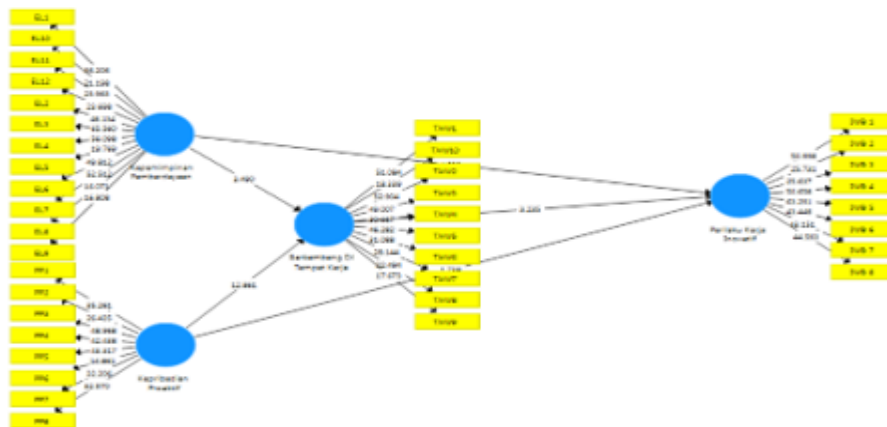


Figure 1. PLS-SEM Research Results

This study has an error rate of 5%, so from that, the t-table of this study is 1.96. Referring to the hypothesis of this study, the researcher tested the hypothesis by measuring the direct and indirect effects. Measuring the direct effect by looking at the results of the path coefficient, while measuring the influence of

the intervening variables in this study is seen through the results of the indirect effect.

a) Direct Influence Analysis: Path Coefficient

Path coefficient analysis is useful for testing the hypothesis of the direct effect of an independent construct on the dependent construct.

Table 1. Path Coefficient

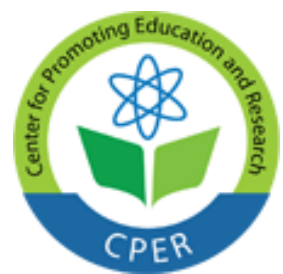
Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Thriving At Work -> Innovative Work Behavior	0,242	0,244	0,075	3,235	0,000
Empowering Leadership -> Thrive at work	0,201	0,203	0,058	3,490	0,000
Empowering Leadership -> Innovative Work Behavior	0,419	0,417	0,093	4,528	0,000
Proactive Personality -> Thrives At Work	0,659	0,660	0,051	12,861	0,000
Proactive Personality -> Innovative Work Behavior	0,175	0,175	0,060	4,738	0,000

Source: Data processed by Researchers using SmartPLS 3 (2022)

H1 There is a positive direct effect of empowering leadership on innovative work behavior (H1)

Based on the results of calculating the path coefficient in table IV.12, the empowering leadership variable has a positive effect on innovative work behavior directly with an original sample value of 0.419 and a t-statistic >1.96, namely 4.525.

Furthermore, based on p-values 0.000<0.05, the empowering leadership variable has a significant effect on innovative work behavior directly. So it can be concluded that Empowering Leadership has a positive and significant effect on Innovative Work Behavior directly, so H1 in this study is accepted.



H2 There is a positive direct effect of a proactive personality on innovative work behavior (H2)

Based on the results of calculating the path coefficient in table IV.12, the proactive personality variable has a direct positive effect on innovative work behavior with an original sample value of 0.175 and a t-statistic >1.96, namely 4.738. Furthermore, based on p-values of 0.000<0.05, the proactive personality variable has a significant effect on innovative work behavior directly. So it can be concluded that a proactive personality has a positive and significant effect on Innovative Work Behavior directly, so H2 in this study is accepted.

H3 There is a positive direct effect of thriving at work on innovative work behavior (H3)

Based on the results of calculating the path coefficient in table IV.12, the thriving variable at work has a direct positive effect on innovative work behavior with an original sample value of 0.242 and a t-statistic >1.96, namely 3.235. Furthermore, based on p-values of 0.000 <0.05, the variable thriving at work has a significant effect on innovative work behavior directly. So it can be concluded that thriving at work has a positive and significant effect on Innovative Work Behavior directly, so H3 in this study is accepted.

H4 There is a positive direct effect of empowering leadership on thriving at work (H4)

Based on the results of calculating the path coefficient in table IV.12, the empowering leadership variable has a positive effect on thriving at work directly with an original sample value of 0.201 and a t-statistic >1.96, namely 3.490. Furthermore, based on p-values of 0.000<0.05, the empowering leadership variable has a significant effect on thriving at work directly. So it can be concluded that empowering leadership has a positive and significant effect on thriving at work directly, then H4 in this study is accepted.

H5 There is a positive direct effect of a proactive personality on thriving at work (H5)

Based on the results of calculating the path coefficient in table IV.12, the proactive personality variable has a positive effect on thriving at work directly with an original sample value of 0.659 and a t-statistic >1.96, namely 12.861. Furthermore, based on p-values of 0.000<0.05, the proactive personality variable has a significant effect on thriving at work directly. So it can be concluded that a proactive personality has a positive and significant effect on thriving at work directly, then H5 in this study is accepted.

b) Indirect Influence Analysis: Test the Role of Intervening/Mediator Variables

Indirect effect analysis is useful for testing the hypothesis of the indirect effect of an independent construct on a dependent construct mediated by an intervening or mediator construct.

Table 2. Indirect Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Empowering Leadership -> Thriving at work -> Innovative Work Behavior	0,049	0,049	0,021	2,312	0,000
Proactive Personality -> Thrives At Work -> Innovative Work Behavior	0,159	0,161	0,051	3,104	0,000

Source: Data processed by Researchers using SmartPLS 3 (2022)

H6 There is a positive indirect effect of thriving at work in mediating empowering leadership on innovative work behavior (H6)

Based on the calculation results in table IV.13, the empowering leadership variable influences innovative work behavior by thriving at work as an intervening (mediation) between the two. The original sample value for the influence of this variable is 0.049 and the t-statistic >1.96, which is 2.312. Furthermore, based on p-values 0.000<0.05, the empowering leadership variable influences innovative work behavior by thriving at work as an intervening (mediation) indirect significant effect. So it can be concluded that the empowering leadership variable has a positive and significant effect on innovative work behavior by thriving at work as a mediation, then H6 in this study is accepted.

H7 There is a positive indirect effect of thriving at work in mediating proactive personality against innovative work behavior (H7)

Based on the results of calculations in table IV.13, proactive personality variables influence innovative work

behavior by thriving at work as an intervening (mediation) between the two. The original sample value for the influence of this variable is 0.159 and the t-statistic >1.96, which is 3.104. Furthermore, based on p-values 0.000<0.05, the proactive personality variable influences innovative work behavior by thriving at work as an intervening (mediation) indirect significant effect. So it can be concluded that the proactive personality variable has a positive and significant effect on innovative work behavior by thriving at work as mediation, so H7 in this study is accepted.

Discussion

Based on previous calculations, the hypotheses proposed in this study are accepted. The following is a discussion of each hypothesis:

1. There is a positive direct effect of empowering leadership on innovative work behavior (H1)

Based on the calculation of the path coefficient, the empowering leadership variable has a positive effect on innovative work behavior directly with an original sample value of 0.419 and a t-statistic >1.96, namely 4.525. Furthermore, based



on p-values $0.000 < 0.05$, the empowering leadership variable has a significant effect on innovative work behavior directly. So it can be concluded that Empowering Leadership has a positive and significant effect on Innovative Work Behavior directly, so H1 in this study is accepted.

The theory underlying this research hypothesis is the Conservation of Resources proposed by Hobfoll based on the principle that "individuals want to create pleasant situations for themselves and avoid situations that can cause loss of valuable resources" (Jada et al., 2019). Thus, employees need leaders who can create the desired situation.

Leaders with high empowerment will delegate authority, involve employees in decision-making, and encourage self-management whereas leaders with low empowerment provide limited opportunities for autonomy to employees, prevent them from self-management and have a low level of confidence in their abilities.

In this study, it is known that the statement that reflects empowering leadership in e-commerce is "My perception is that leaders help employees understand work so that organizational goals are achieved" with a loading factor value of 0.875. This statement shows that the leadership approaches employees to explain in detail the company's goals. This is done by the Leaders to align employee perceptions of the organization to create a pleasant working atmosphere due to direct support from the Leaders. This result is in line with the opinion of Botha & Steyn (2022) that empowering leadership positively influences followers, especially in terms of creating a psychologically safe work environment and obtaining innovative ideas and suggestions.

However, when viewed from the statement that has the lowest item, namely "My perception, the Leader allows me to do the work in my way" it can be said that the validity of this item, when compared to other items in the variable, is low. So it is necessary to pay attention to e-commerce leaders to increase employee innovative work behavior, empowering leadership provides trust, autonomy, and confidence that can help employees to engage in innovative behavior (Kim & Beehr, 2022).

Based on the previous presentation, the results of this study are relevant to the results of research conducted by (Zhengwei Li et al., 2022); (Botha, L., & Steyn, 2022); (Hassi et al., 2021); (Rao Jada et al., 2019); (Kim et al., 2018) and (Gkorezis, 2016).

2. There is a positive direct effect of a proactive personality on innovative work behavior (H2)

Based on the results of calculating the path coefficient, the proactive personality variable has a direct positive effect on innovative work behavior with an original sample value of 0.175 and a t-statistic > 1.96 , namely 4.738. Furthermore, based on p-values of $0.000 < 0.05$, the proactive personality variable has a significant effect on innovative work behavior directly. So it can be concluded that a proactive personality has a positive and significant effect on Innovative Work Behavior directly, so H2 in this study is accepted.

This hypothesis is based on the Conservation of Resources theory, where this theory describes dynamic environmental challenges that make a person utilize the resources they have, such as a proactive personality to formulate solutions or ideas to overcome these challenges. In other words, individual behavior is determined by the environment and one's motivation to learn proactively (Lam et al., 2010).

Individuals who have proactive personalities set goals and then work to achieve them so that they display innovative behavior (Hanif, & Sarwat, 2022). Individuals with proactive personalities are more motivated to set goals and generate innovative ideas and finally implement them (Su & Zhang, 2020).

Based on the calculation results, the statement that has the highest loading factor value is "Never for me to give up in realizing my desire" with a value of 0.870. This indicates that e-commerce employees have persistence in solving problems or realizing their desires. With this proactive, unyielding personality, e-commerce employees are more likely to seek opportunities and take the initiative to actively search for valuable information to spontaneously generate innovative behavior.

Furthermore, the statement with a low loading factor value in the proactive personality variable is "I have never looked for new ways to improve my life". Although this item was answered strongly disagree by 105 respondents, it still needs to be a concern for all e-commerce. The characteristics of the millennial generation who are easily bored with monotonous activities are homework for e-commerce. If companies do not want to lose employees with proactive personalities, companies need to create challenges for e-commerce employees so that they show their proactive personalities and can directly increase innovative work behavior.

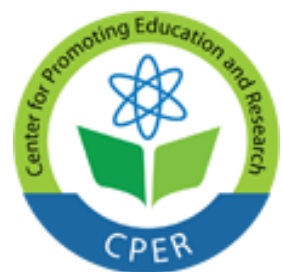
A proactive personality has a positive and significant effect on innovative work behavior where proactive personality is shown through the persistence of employees to realize their desires so that e-commerce employees will generate, promote and realize their ideas for e-commerce.

Based on the previous explanation, the results of this study are relevant to the results of research conducted by (Tekeli, M., & Özkoç, 2022); (Hanif, F., & Sarwat, 2022); (Mubarak et al., 2021); (Zuberi & Khattak, 2021); (Ahmad et al., 2021); (Purba & Paundra, 2018); and (Li & Wang, 2017).

3. There is a positive direct effect of thriving at work on innovative work behavior (H3)

Based on the results of the calculation of the path coefficient, the thriving variable at work has a direct positive effect on innovative work behavior with an original sample value of 0.242 and a t-statistic > 1.96 , namely 3.235. Furthermore, based on p-values of $0.000 < 0.05$, the variable thriving at work has a significant effect on innovative work behavior directly. So it can be concluded that thriving at work has a positive and significant effect on Innovative Work Behavior directly, so H3 in this study is accepted.

The hypothesis in this study is based on the theory of Spreitzer et al. (2005) namely the Socially Embedded Model of Thriving (SEMT) which explains how individuals develop



(thriving) in the work environment to enable them to actualize themselves at work. Thriving at Work can help employees adjust to the environment and encourage personal thriving and growth. When individuals are thriving, they engage in the behavior because they enjoy it. Thriving at work is closely aligned with intrinsic motivation which drives individuals to engage in innovative behavior (Liu et al., 2020).

Employees with thriving in work conditions can obtain greater self-growth and thriving so that they reflect positive work behavior including being able to produce innovations that drive organizational efficiency and success, compared to employees who are not in a developing condition (Wasim & Ur Rehman, 2022).

The results of the study show that the statement that has the highest loading factor value is "I'm waiting for the next day to work" with a value of 0.870. This statement proves that employees experience a growth at work. The statement indicates the vitality of employees' work. Shahid et al. (2021) argue that the vital component of thriving is likely to expand thinking acts, trigger changes in cognitive functioning, and thus, will stimulate necessary behavioral tendencies, which will enable employees to generate new ideas and thoughts. If this enthusiasm for work never dies in e-commerce employees, then it is likely that employees will race in producing innovative work behavior. So it is valid if it is said that thriving at work has a positive effect on innovative work behavior.

Furthermore, the statement "I want to continue to improve myself" has the lowest loading factor value in the growth variable at work. The item describes the learning dimension. This needs to be a concern for e-commerce to encourage learning for e-commerce employees so that employees are not easily satisfied with their current achievements. Given the rapid thriving of the digital world, e-commerce employees cannot just sit idly by or feel satisfied with their current position. Getting around this, company encouragement and job demands play an important role in building the learning (thriving at work) of e-commerce employees and can directly increase innovative work behavior.

In line with the previous opinion, Chang & Busser (2019) described that two dimensions of thriving at work, namely vitality and learning, are intrinsic resources for individuals to develop at work.

Thriving at work has a positive effect on innovative work behavior. If the e-commerce employee has vitality such as eagerly waiting for the next day to work, then the employee has more energy and motivation to engage in innovative behavior. In addition, when the mood and emotions of e-commerce employees are positive, it will directly affect cognitive abilities or innovative thinking to solve problems.

Based on the previous presentation, the results of this study are relevant to the results of research conducted by (Usman et al., 2022); (Wasim & Ur Rehman, 2022); (Shahid et al., 2021); (Amjad Iqbal et al., 2020); (Wang et al., 2019); and (Riaz, S., Xu, Y., & Hussain, 2018).

4. There is a positive direct effect of empowering leadership on thriving at work (H4)

Based on the results of calculating the path coefficient, the empowering leadership variable has a positive effect on thriving at work directly with an original sample value of 0.201 and a t-statistic > 1.96, namely 3.490. Furthermore, based on p-values of 0.000 < 0.05, the empowering leadership variable has a significant effect on thriving at work directly. So it can be concluded that empowering leadership has a positive and significant effect on thriving at work directly, then H4 in this study is accepted.

The results of this study are relevant to the Socially Embedded Model of Thriving (SEMT) theory. This theory emphasizes that most employees do not work in isolation but rather in a proximal work context (eg, teams and work units). This was experienced by research respondents, where the e-commerce employees selected as respondents in this study came from the same team unit or unit, namely the marketing project team division.

Furthermore, when viewed from a work context, Shopee, Lazada, Tokopedia, and Bukalapak reflect trust, respect, and wisdom in decision making and this will certainly support employees' thriving at work. SEMT asserts that thriving occurs because of positive support in the individual.

Empowering leadership can influence Thrive at work by expressing empathy, increasing employee psychological safety, and demonstrating open behavior. Feedback from leaders may reflect that superiors provide useful or valuable information for the learning, thriving, and improvement of future employees (Lin et al., 2020).

Thriving at Work in e-commerce reflects the extent to which an employee is energized by the leadership so that he can grow in a work context. Empowering leadership focuses on the efforts or behavior of leaders to give authority to employees to act or make decisions. Thriving At Work is displayed by motivated employees who are with the autonomy granted by the leadership.

Empowering leadership can affect the thriving of employees at work (thriving at work), which is defined as a positive psychological state characterized by emotion and motivation that includes a sense of vitality and psychological growth due to learning. Growth experiences occur in the context of social interactions with others, which will include interactions with supervisors or leaders. This is because e-commerce employees tend to thrive when they are in a particular work environment (for example, a setting with features such as decision-making and information sharing) or are provided with rich work resources such as motivational, interpersonal, and thriving al support. that helps employees reduce barriers. These features are inherent in the definition of empowering leadership.

Based on the previous explanation, empowering leadership has a positive and significant effect on thriving at work. The results of this study are relevant to the results of research conducted by (Rahaman et al., 2022); (Kinoshita et al., 2021); (Aryee et al., 2019); (Kleine, & Zacher, 2019); and (Ali et al., 2018).

5. There is a positive direct effect of a proactive personality on developing at work (H5)



Based on the results of calculating the path coefficient, the proactive personality variable has a positive effect on thriving at work directly with an original sample value of 0.659 and a t-statistic > 1.96, namely 12.861. Furthermore, based on p-values of $0.000 < 0.05$, the proactive personality variable has a significant effect on thriving at work directly. So it can be concluded that a proactive personality has a positive and significant effect on thriving at work directly, then H5 in this study is accepted.

The theory of COR (Conservation of Resources) is relevant in this research in explaining the influence of a proactive personality on Thriving at work. Developing at Work in e-commerce employees will increase when individuals have a proactive personality so that employees can develop their psychosocial resources. In contrast, e-commerce employees with a low proactive personality will find it difficult to thrive at work because they feel hesitant to participate in challenging situations. E-commerce employees with low proactive personalities have fewer opportunities to develop their resources than highly proactive workers.

A proactive personality is an individual character that can generate intrinsic motivation such as taking the initiative to achieve the desired goals. Individuals with a proactive personality can manage conflict at work (Kuo & Chen, 2019).

This is in line with Kinoshita et al. (2021) who state that individuals with proactive behavior are better able to develop at work because they exhibit behaviors that can shape thriving such as the desire to learn. More specifically, proactive individuals tend to show initiative and persistence at work and the tendency to engage in their work also makes them more task-focused.

Based on the previous explanation, a proactive personality has a positive effect on thriving at work. The results of this study are relevant to the results of research conducted by (Zhang et al., 2022); (Rahaman et al., 2022); (Cui & Zhang, 2021); (G Abid et al., 2021); (Alikaj & Wu, 2021); (Yi-Feng Chen et al., 2021); (Kinoshita et al., 2021); (Liu et al., 2020); (Zhai, Q., Wang, S., & Weadon, 2020) and (Cangiano & Yeo, 2019).

6. There is a positive indirect effect of Thriving at work in mediating empowering leadership on innovative work behavior (H6)

The empowering leadership variable influences innovative work behavior by thriving at work as an intervening between the two. The original sample value for the influence of this variable is 0.049 and the t-statistic > 1.96, which is 2.312. Furthermore, based on the p-values of $0.000 < 0.05$, the empowering leadership variable influences innovative work behavior by thriving at work as an intervention which has a significant indirect effect. So it can be concluded that the empowering leadership variable has a positive and significant effect on innovative work behavior by thriving at work as a mediation, then H6 in this study is accepted.

The Conservation of Resources Theory argues that obtaining and conserving resources is central to individual survival. According to this model, the social work environment shapes the thriving experience. More specifically, the model proposes that thriving is influenced by contextual features, such as

(1) policy decision-making (fostering participation in decision-making/empowering leadership), (2) broad information sharing (providing autonomy/empowering leadership), (3) climate of trust and respect (Rahaman et al., 2022).

Empowering leadership is a leadership style with the character of giving power or delegating authority. The autonomous line provided by the leadership motivates employees to develop so that they can create, introduce and implement new ideas. Usman et al. (2022) argue that empowering leadership, as a contextual factor, can enhance innovative work behavior through Thriving at Work as a personal resource. Delegation of authority and tasks carried out by leaders can improve employees' ability to learn (learning) and produce innovative work behavior.

The thriving of e-commerce employees will lead to results of innovation and creativity when employees experience connectivity or feedback from the leadership. The empowering leadership character focuses on the work of e-commerce employees through effective communication by delegating authority, encouraging independent decision-making, coaching, sharing information, and asking for feedback from e-commerce employees.

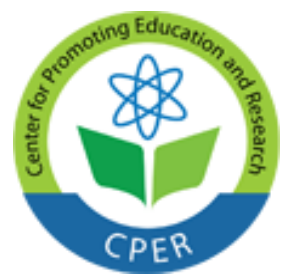
Therefore, empowering leadership can have a direct effect on innovative work behavior if the leader gives autonomy to employees so that employees think of innovative steps in solving problems. However, in this case, the vitality and learning experienced by e-commerce employees reinforce the leader's role in delegating authority so that employees feel challenged to realize innovative ideas.

So empowering leadership has a positive effect on innovative work behavior through thriving at work. Based on the previous presentation, the results of this study are relevant to the results of research conducted by (Kim & Beehr, 2022) and (Kleine & Zacher, 2019).

7. There is a positive indirect effect of thriving at work in mediating proactive personality on innovative work behavior (H7)

Proactive personality variables influence innovative work behavior by thriving at work as an intervening between the two. The original sample value for the influence of this variable is 0.159 and the t-statistic > 1.96, which is 3.104. Furthermore, based on the p-values of $0.000 < 0.05$, the proactive personality variable influences innovative work behavior by thriving at work as an intervention which has a significant indirect effect. So it can be concluded that the proactive personality variable has a positive and significant effect on innovative work behavior by thriving at work as mediation, so H7 in this study is accepted.

A description by Spreitzer et al. (2005) regarding the Socially Embedded Model of Thriving (SEMT) has explained the mediating role of thriving. This model argues that individual personality traits can result in growth at work, such as task focus and exploration. Task focus refers to an individual's ability to focus on the task at hand, while exploration refers to an individual's ability to engage in exploratory behavior such as taking risks or generalizing ideas. The socially embedded model of thriving states that once employees develop at work, they will



engage in outcomes that are beneficial to the organization (Alikaj & Wu, 2021).

Thriving at work is intentional involvement in a process of personal growth. Individuals with a proactive personality know their potential and consider themselves better and more useful to the organization. Thriving at work e-commerce employees are reflected as a feeling of progress and momentum one experiences while working. Thriving at work deals with various e-commerce issues such as job performance, innovative work behavior, and self-thriving. Through the vitality and learning that is presented in thriving at work, e-commerce employees who have personality able to identify opportunities and never give up to achieve their desires will be more challenged in producing innovative work behaviors such as trying new solutions and creating new ideas.

Based on the previous explanation, there is a positive and relevant influence thriving at work in mediating a proactive personality towards innovative work behavior. The results of this study are relevant to the results of research conducted by (Kleine & Zacher, 2019); (Alikaj & Wu, 2021); and (Putra & Satrya, 2022).

Conclusions and Recommendations

Conclusion

Based on the research that has been done, empirical conclusions can be drawn through descriptions, processing of statistical data, interpretation, and analysis of the data described in the previous chapter, the researcher can conclude the following:

1. Empowering leadership has a positive effect on innovative work behavior directly with an original sample value of 0.419 and a t-statistic > 1.96 , namely 4.525. Furthermore, based on p-values $0.000 < 0.05$, the empowering leadership variable has a significant effect on innovative work behavior directly. These results prove that the innovative work behavior of e-commerce employees will increase if the leader applies an empowering leadership style.
2. Proactive personality has a positive effect on innovative work behavior directly with an original sample value of 0.175 and a t-statistic > 1.96 , namely 4.738. Furthermore, based on p-values of $0.000 < 0.05$, the proactive personality variable has a significant effect on innovative work behavior directly. These results prove that the innovative work behavior of e-commerce employees will increase if employees have a proactive personality.
3. Thriving at work has a positive effect on innovative work behavior directly with an original sample value of 0.242 and a t-statistic > 1.96 , namely 3.235. Furthermore, based on p-values of $0.000 < 0.05$, the variable thriving at work has a significant effect on innovative work behavior directly. These results prove that the innovative work behavior of e-commerce employees will increase if employees can develop at work.
4. Empowering leadership has a positive effect on thriving at work directly with an original sample value of 0.201 and a t-statistic > 1.96 , namely 3.490. Furthermore, based on p-values of $0.000 < 0.05$, the empowering leadership

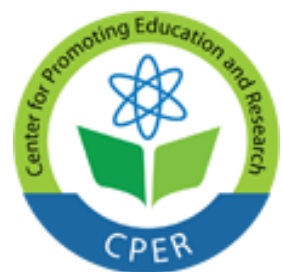
variable has a significant effect on thriving at work directly. These results prove that e-commerce employees can improve their thriving at work if the leader applies an empowering leadership style.

5. Proactive personality has a positive effect on thriving at work directly with an original sample value of 0.659 and a t-statistic > 1.96 , namely 12.861. Furthermore, based on p-values of $0.000 < 0.05$, the proactive personality variable has a significant effect on thriving at work directly. These results prove that e-commerce employees can improve their thriving at work if they have a proactive personality.
6. Empowering leadership influences innovative work behavior by thriving at work as an intervening between the two. The original sample value for the influence of this variable is 0.049 and the t-statistic > 1.96 , which is 2.312. Furthermore, based on p-values $0.000 < 0.05$, the empowering leadership variable influences innovative work behavior by thriving at work as an intervening indirect significant effect. These results prove that thriving at work is a mediator of empowering leadership toward innovative work behavior
7. A proactive personality influences innovative work behavior by thriving at work as an intervening between the two. The original sample value for the influence of this variable is 0.159 and the t-statistic > 1.96 , which is 3.104. Furthermore, based on p-values $0.000 < 0.05$, the proactive personality variable influences innovative work behavior by thriving at work as an intervening indirect significant effect. These results prove that thriving at work is a proactive personality mediator for innovative work behavior

Recommendations

Based on the conclusions, the researcher provides several suggestions which are expected to be material for user input as follows:

1. It should be considered for E-commerce (Shopee, Lazada, Tokopedia, and Bukalapak) that in increasing Innovative Work Behavior, the item with the lowest loading factor value on the variable innovative work behavior is "I successfully introduce innovative ideas into the work environment systematic" with a value of 0.835. This statement describes the ability of employees to generate ideas in a structured manner. Therefore, it is necessary to have guidelines for submitting an idea, so that employees understand the flow of systematically submitting ideas.
2. It should be considered for E-commerce (Shopee, Lazada, Tokopedia, and Bukalapak) that in increasing Empowering Leadership, the statement that has the lowest item is "My perception, the Leader allows me to do the job in my way" so it can be said that the validity of the item this when compared to other items on the variable, is low. So it is necessary to pay attention to the leadership of e-commerce that there is a need for a sense of trust, a delegation of autonomy, and confidence in e-commerce employees.



3. It should be considered for E-commerce (Shopee, Lazada, Tokopedia, and Bukalapak) that in increasing Proactive Personality, the statement with a low loading factor value in the proactive personality variable is "I have never looked for new ways to improve my life". This needs to be addressed by e-commerce. For organizations engaged in technology, employees should not feel satisfied or be in a comfort zone. Therefore, demands are needed for employees to continue to increase innovation and levels of achievement.
4. It should be a consideration for E-commerce (Shopee, Lazada, Tokopedia, and Bukalapak) that in increasing Growth at Work, the statement "I want to continue to improve myself" has the lowest loading factor value in the variable developing at work. These items describe the dimensions of learning (learning). This needs to be a concern for e-commerce to encourage learning for its employees so that their abilities and competencies will increase.

Implications

The theoretical benefit of this research is that it can contribute knowledge about the factors that influence innovative work behavior including proactive personality, empowering leadership, and thriving at work. The results of this research are expected to become literature and information material in the thriving of science, especially in the field of human resource management and especially in the thriving of theories about innovative work behavior. This research is also expected to be used as a reference for subsequent research on factors that influence innovative work behavior including proactive personality, empowering leadership, and thriving at work.

This research is expected to add references and information for practitioners in implementing it in the field concerning the results of this research. In addition, the results of

this study are expected to provide benefits and serve as a reference or input for respondents who are employees of the e-commerce marketing project division (Bukalapak, Tokopedia, Lazada, and Shopee). In the following, the researcher describes the test results from the research to be used as a reference in real practice.

Novelty

Novelty in this study is that researchers classify employee innovative work behavior at four e-commerce sites in Indonesia, namely Shopee, Tokopedia, Lazada, and Bukalapak to assess how high employee innovative work behavior is. This research proves in the form of statistical data that the innovative work behavior of Tokopedia employees is higher than other e-commerce. This is in line with a survey conducted by iPrice (2022) where Tokopedia is the most popular e-commerce in Southeast Asia. The form of employee innovative work behavior is reflected through innovations related to the convenience of shopping and sales features. Among them are the quick reply chat feature (making it easier for sellers to reply to messages without opening the application), Tokopedia Play (buyers can interact with sellers directly during live sales), and many more (Tokopedia, 2022).

If the next researcher wants to take the same variable, then the suggestion from the researcher is to improve the quality of the next research by perfecting the results of this research and previous research. Future researchers can increase the number of samples, focus on one type of cluster, such as the millennial generation or other industries, and change the object of research which may influence the research results.

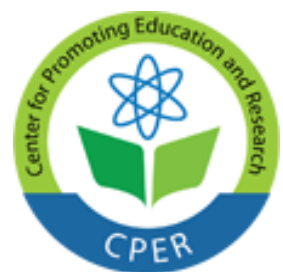
This is done so that future research results will be more varied and diverse. In addition, future research can measure the indirect influence of other individual factors. Furthermore, to test credibility, dependability, confirmability, and transferability, further research is recommended to use qualitative research methods. This method was chosen so that the results of further research can add broad and deep insight into this research field.

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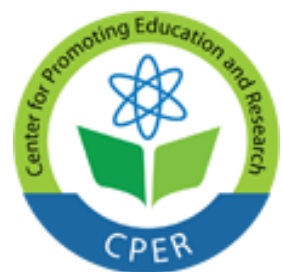
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