

## Entrepreneurial Mindset as a Catalyst: Moderating the Relationship Between Proactive Personality and Innovation

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### *Article Info*

*Received:* 2025-01-12

*Revised:* 2025-02-21

*Accepted:* 2025-04-31

### *Keywords:*

Entrepreneurship;  
Proactive Personality;  
Entrepreneurial  
Mindset; Innovative  
Behavior.

### *Abstract*

The goal of this research is to see the prediction of proactive personality on innovative behavior moderated by entrepreneurial mindset at creative industry in Medan, North Sumatra, Indonesia. The respondents selected in this study were 100 entrepreneurs in the creative industry sector. Then, for the research method, this research used quantitative method and the data were acquired by using proactive personality scale, entrepreneurial mindset scale, and innovative behavior scale. The analytical method used in this study is Partial Least Square (PLS), which is processed by using the SmartPls software. The findings of this study shows that proactive personality can significantly predict innovative behavior. However, the moderating role of entrepreneurial mindset is not significant. Therefore, entrepreneurial mindset is incapable to moderate between proactive personality and innovative behavior. This research fulfils an identified need to study how innovative behavior can be predicted by another factor, and by understanding the factor that is able to predict the innovative behaviour, will help entrepreneurs in the creative industry sector to maintain their business in any situation.

## **I. Introduction**

Innovative behavior is a deliberate effort to generate, introduce, implement new ideas that profitable & beneficial for individuals, groups and organizations. This definition defines innovative behavior as deliberate efforts to bring about new, profitable outcomes (Janssen, 2000). Furthermore, innovative behavior itself consists of various practices, such as opportunity exploration, idea generation, attempt, and application. Opportunity exploration is about the ability to identify new opportunities, which usually lie in things that don't fit the expected pattern. Idea generation is directed at generating concepts for improvement purposes. Attempt is a practice of putting effort into creative ideas and making them happen. Application is about developing, testing, and commercializing innovative ideas. Moreover, opportunity exploration and idea generation are often cited as relevant behaviors in the early stages of the innovation process, whereas other practices are needed to implement innovation. With that in mind, it can be seen that innovative behavior itself is very much needed, especially in creative industry.

Creative industry is described as an industry originating from the implementation of individual creativity, ability and flair to build affluence and business opportunities by causing and empowering creativity and creative potential of an individual (Moore, 2014). However, to maintain business continuity in this industry is not easy. The creative industry entrepreneurs are strongly required to continue to innovate. Thus the creative industry will develop if the entrepreneurs have creativity and innovative ideas (Winarso, 2017). Furthermore, creative industry entrepreneurs are also required to always innovate in the product creation process so that it has a uniqueness that distinguishes the products produced from their competitors (Rindrayani, 2017). Innovation and creativity are especially needed in this pandemic situation as creative industry entrepreneurs are experiencing difficulties due to the emergence of the corona virus pandemic, where the Large-Scale Social Restrictions policy has reduced access for industry players to the market. Also Corona Virus Disease 2019 (Covid-19) has transformed the creative sector in ways that would have been thought impossible, in terms of working from home, digitalization and adopting new work modalities so quickly. New forms and channels for creative expression are being found, but adaptation has to involve new strategies of advocacy and building partnerships, including with government agencies.

Furthermore, as for the entrepreneurs in the creative industry sector at Medan, North Sumatra, Indonesia, during the Corona Virus Disease 2019 (Covid-19) pandemic, the economic viability of creative industry players is uncertain. Economic sources from events, programs, exhibitions, bazaars, and others that have been stopped amid restrictions on activities by the government have added to the vulnerability of creative economy actors. It brings the biggest challenge to the entrepreneurs in the creative industry in the pandemic situation, which is the change in the sales system in the global creative industry. If previously people bought more equipment outside the network (offline), during a pandemic this method is no longer used. Buyers don't want to take risks related to the transmission of Corona Virus Disease 2019 (Covid-19) pandemic, so buying and selling systems switch to the network (online). This presents a big challenge for the country's creative economy sector. The reason is, not all creative industry entrepreneurs in Medan, North Sumatra, Indonesia, understand the method online. Other than that, art workers don't have experience in dealing with disaster social, so that at the time of their turnover rising unconsciously to invest financially. Even in times of social calamity this global scale has no alternative and predictive ability. So that all they can do is reduce labor, and use capital as a personal consumptive need. Meanwhile, for independent creative professionals as well as micro and small companies, without management skills to commercialize the creative ideas, and a bold strategy, the pandemic situation causes a loss of financial sustainability. As a result, productivity stalls and the

economy stagnates. For that reason, at the beginning of the pandemic, not a few creative efforts were made forced to go out of business due to lack of demand. The Corona Virus Disease 2019 (Covid-19) pandemic situation requires entrepreneurs in the creative industry at Medan, North Sumatra, Indonesia to be able to create creative ideas in difficult, limited and stressful situations. In the end, creativity will also be the driving force of the creative industry during the pandemic. This forces entrepreneurs to continue to innovate in order to maintain their business and take advantage of chances in the middle of the Corona Virus Disease 2019 (Covid-19) pandemic.

Innovative behavior itself can be influenced by several factors, one of which is personality (Yesil and Sozbilir, 2013). Individual characteristics such as proactive personality can be considered as a determining variable of innovative behavior. Proactive personality is a personality that is stable and has characteristics that refer to the emergence of initiation, diligent to cause purposeful change and identify possibilities as well as taken an action related to that (Seibert and Crant, 2006). Individuals who have a proactive personality have a strong propensity to seek information and opportunities in their work environment that have an impact on work creativity. In addition, Grant and Ashford define proactive personality as anticipatory actions taken to influence themselves and their environment. This definition obviously indicate that proactive individuals act earlier in anticipating certain impacts of their actions (Grant and Ashford, 2008).

Furthermore, the presence of proactive personality in individual, will also make it possible to observe every opportunity, show inventiveness, do something, and keep going until reaching the end of bringing about change (Van Ness, 2020). Li *et al* with Zuberi and Khattak, explain that proactive personality and innovative work behavior have a positive relationship, because individuals who have a high proactive personality tend to have high motivation in taking the initiative and responding to situations that occur around them. Proactive individuals also often produce new plan and can be more motivated if the it can be applied to the surrounding environment (Li *et al.*, 2017; Zuberi and Khattak, 2021). Schwaab, Postmes, Van Beest, & Spears assert that proactive individuals are very effective in introducing their ideas so that they get support from the surrounding environment to implement the idea. Therefore, it can be said that proactive personality is a significant trait that can lead to innovative work behavior (Giebels, 2016).

Moreover, proactive personality itself can lead to entrepreneurial alertness, in which can help entrepreneurs to become more aware of new opportunities and use limited clues in different ways. That alertness toward opportunities is surely important, for innovation behavior. However, entrepreneurial alertness itself includes an entrepreneurial mindset based on several capacities and processes such as previous knowledge and information processing. Therefore, the present of entrepreneurial mindset can be useful to strengthen the significant of proactive personality in predicting innovative behavior.

Entrepreneurial mindset refers to individuals who have the capability to see chances, to expand new ideas and find creative ways to solve problems and use possibilities to raise their profits and enrich their life (Zimmerer and Scarborough, 2005). Furthermore, as stated by Scheepers, the entrepreneurial mindset requires innovation in taking the opportunities given, which means having the speed to feel, act and mobilize responses for the purpose of to achieving possible profits (Scheepers, 2008). This mindset is needed for someone to be able to face challenges, be able to move flexibly in competition and be persistent in fighting, and also it will encourage someone to create new concepts and ideas (McMullen, and Kier, 2016). Even more, the entrepreneurial mindset, can inspire individual to carry on with making innovations to reach profitable opportunities (Lewenussa and Suaidy, 2019). Based on that reason, with this entrepreneurial mindset, proactive individuals can produce more plans and ideas, as well as be more innovative. In which it will bring advantages to creative industry

entrepreneurs, especially for those that work in a city that has great potential for creative industries.

Medan, North Sumatra as a multi-cultural city is one of the cities that has great potential in developing creative industries if supported by innovative creative industry entrepreneurs. However, creative industry entrepreneurs in Medan, North Sumatra, especially those who live in tourism areas and urban corners, tend to be passive in realizing the changes that are occurring and are less able to take opportunities from these changes and only run modest businesses. Entrepreneurs in tourism areas and urban corners tend to be unable to take advantage of emerging business opportunities due to fear of the risk of failure, thus having difficulty developing a wider market and realizing profitable opportunities. Thus, it is necessary to make efforts to make entrepreneurs in the creative industry of the North Sumatra field more innovative. As for this, it can be done by knowing in advance the factors that can predict the occurrence of innovative behavior. Based on that, researchers are interested in seeing the role of proactive personality in predicting innovative behavior moderated by entrepreneurial mindset in entrepreneurs at the creative industry sector.

## Methods

This research seeks to know the effect of proactive personality on innovative behavior moderated by the entrepreneurial mindset of creative industry entrepreneurs in Medan City. Thus, there are three variables in this study, namely proactive personality as an independent variable, innovative behavior as the dependent variable, and entrepreneurial mindset as a moderator variable. The relationship between variables can be seen in Figure I.

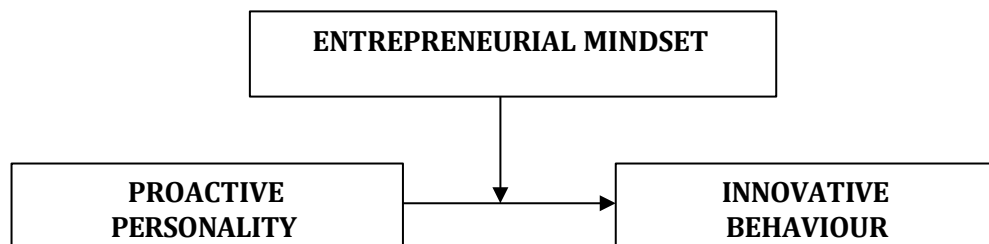


**Figure I. Research Model.**

Furthermore, the approach used in this research is a quantitative approach. Then, for the population in this study are creative industry entrepreneurs in Medan, North Sumatra with an unknown population. Meanwhile, the sample in this study amounted to 100 creative industry entrepreneurs, which is obtained through a non-probability sampling technique that is purposive sampling. This sampling technique was chosen because the researcher determines the sample based on certain criteria, namely entrepreneurs who work in the creative industry sector in Medan City.

Moreover, the data collection method used in this study is the scale method. The characteristics of the psychological scale are stimulus in the form of statements or questions that can reveal indicators of respondent behavior, behavioral indicators are expressed

through items, subject responses are acceptable as long as they are given honestly and seriously (Kresnandito, 2012). There are three scales used in this study, namely the proactive personality scale, innovative behavior scale and entrepreneurial mindset scale. After that, the data were analyzed using the Partial Least Square (PLS) analysis method. As for the analysis, it begins with testing the outer model first, before testing the hypothesis. The outer model test includes convergent validity test, discriminant validity test, and reliability test.

### ***Convergent Validity***

By examining each construct's loading factor value, a convergent validity test was performed. The value of the loading factor will explain the relationship of the indicators and the constructs. Indicators with low loading factor value, indicates that the indicator does not work on the measurement model. Therefore, the expected loading factor value is higher than 0.7, and stated as the right or valid measure of an indicator at measuring constructs. However, values withing the interval of 0.5 to 0.6 are still tolerable. It means that as long as the value is not less than 0.5, then it does not need to be left out of the model. The *loading factor* value of every indicator in this research is apparent in

Table I.

**Table I. Loading Factor Value.**

According to the output that can be seen on Table I, all the *Loading Factor* of every indicator has values above 0.5. Therefore, all indicators have the required validity. It means that, all the indicators are valid and suitable for use in this study.

### ***Discriminant Validity***

The range to which specific constructs in the same model differ from one another is referred to as discriminant validity. It means that, the discriminant validity will determine whether the constructs in the model are exceedingly correlated amidst themselves or not. Therefore, to have a great discriminant validity, a construct must share more variance with its measures in comparison with another constructs. Other than that, the variance caused by measurement error ought to be lower than the variance explained by construct. For that reason, the discriminant validity test needs to be done.

The *Discriminant Validity* test was done to make sure the indicator of a construct have greater loading factor in the construct it forms, compared to the loading factor with other constructs. Discriminant validity of the reflexive indicator can be seen on the cross-loadings values between the indicator and the construct. *Cross loading* itself, measures the correlation of

| of items | <i>Variable</i>             | <i>Indicat<br/>or</i> | <i>Loading Factor</i> | <i>Descriptio<br/>n</i> | certain<br>with all |
|----------|-----------------------------|-----------------------|-----------------------|-------------------------|---------------------|
|          | Proactive Personality (X)   | X1                    | 0.682                 | Valid                   |                     |
|          |                             | X2                    | 0.656                 | Valid                   |                     |
|          |                             | X3                    | 0.680                 | Valid                   |                     |
|          |                             | X4                    | 0.806                 | Valid                   |                     |
|          | Innovative Behavior (Y)     | Y1                    | 0.727                 | Valid                   |                     |
|          |                             | Y2                    | 0.865                 | Valid                   |                     |
|          |                             | Y3                    | 0.775                 | Valid                   |                     |
|          | Entrepreneurial Mindset (Z) | Z1                    | 0.678                 | Valid                   |                     |
|          |                             | Z2                    | 0.719                 | Valid                   |                     |
|          |                             | Z3                    | 0.744                 | Valid                   |                     |
|          |                             | Z4                    | 0.631                 | Valid                   |                     |

construct within the model including the construct that are required to reflect. The requirement is an item should load more highly to the construct it has to reflect than the other constructs, and if there is an item that loads more highly to other constructs compared to the construct it must reflect, then that item can be considered to be excluded from the model. The cross-loadings value in this research, which is obtained from the results of the PLS Algorithm by SmartPLS software can be observed in Table II.

**Table II. Cross Loadings Value.**

| <i>Indicator</i> | <i>Proactive<br/>Personality (X)</i> | <i>Innovative<br/>Behavior (Y)</i> | <i>Entrepreneurial<br/>Mindset (Z)</i> |
|------------------|--------------------------------------|------------------------------------|----------------------------------------|
| X1               | 0.682                                | 0.337                              | 0.445                                  |
| X2               | 0.656                                | 0.326                              | 0.439                                  |
| X3               | 0.680                                | 0.375                              | 0.455                                  |
| X4               | 0.806                                | 0.450                              | 0.557                                  |
| Y1               | 0.352                                | 0.727                              | 0.321                                  |
| Y2               | 0.534                                | 0.865                              | 0.520                                  |
| Y3               | 0.320                                | 0.775                              | 0.308                                  |
| Z1               | 0.407                                | 0.362                              | 0.678                                  |
| Z2               | 0.453                                | 0.369                              | 0.719                                  |
| Z3               | 0.510                                | 0.390                              | 0.744                                  |
| Z4               | 0.520                                | 0.270                              | 0.631                                  |

In accordance with the *cross-loading* value in Table II, it can be concluded that the correlation of every indicator with its construct is bigger if compared to other constructs, and each construct has the value of > 0.5. With that in mind, all are qualified for discriminant validity. For the reason, the result shows that the latent construct is more capable to estimate indicators on its block in comparison to other blocks. Based on that reason, every single one of the indicators are valid.

### Reliability

The *reliability* test of the construct used composite reliability from indicator block that measures the construct. A reliability test was done to confirm the exactness and concentration of the instrument that measures the construct. *Composite reliability*, that also refers to internal consistency, is a reliability test that measures the raw reliability value of a construct. A construct can be called reliable on condition that the composite reliability value is bigger than 0.7. The results of the reliability test may be viewed in Table III.

**Table III. Reliability Test Results.**

| <i>Variable</i>                | <i>Cronbach<br/>Alpha</i> | <i>Composite<br/>Reliability</i> | <i>Average Variance<br/>Extracted (AVE)</i> |
|--------------------------------|---------------------------|----------------------------------|---------------------------------------------|
| Proactive<br>Personality (X)   | 0.668                     | 0.683                            | 0.502                                       |
| Innovative<br>Behavior (Y)     | 0.710                     | 0.770                            | 0.626                                       |
| Entrepreneurial<br>Mindset (Z) | 0.643                     | 0.650                            | 0.582                                       |

Established from Table III, it is evident the value of *composite reliability*, *Cronbach's Alpha*, and *AVE*. The composite reliability value of all constructs is above 0.5, which means that the indicators used in this research are reliable. Then for *Cronbach's Alpha*, as a measure of internal consistency or reliability of a construct, the respectable value required is at least 0.5,

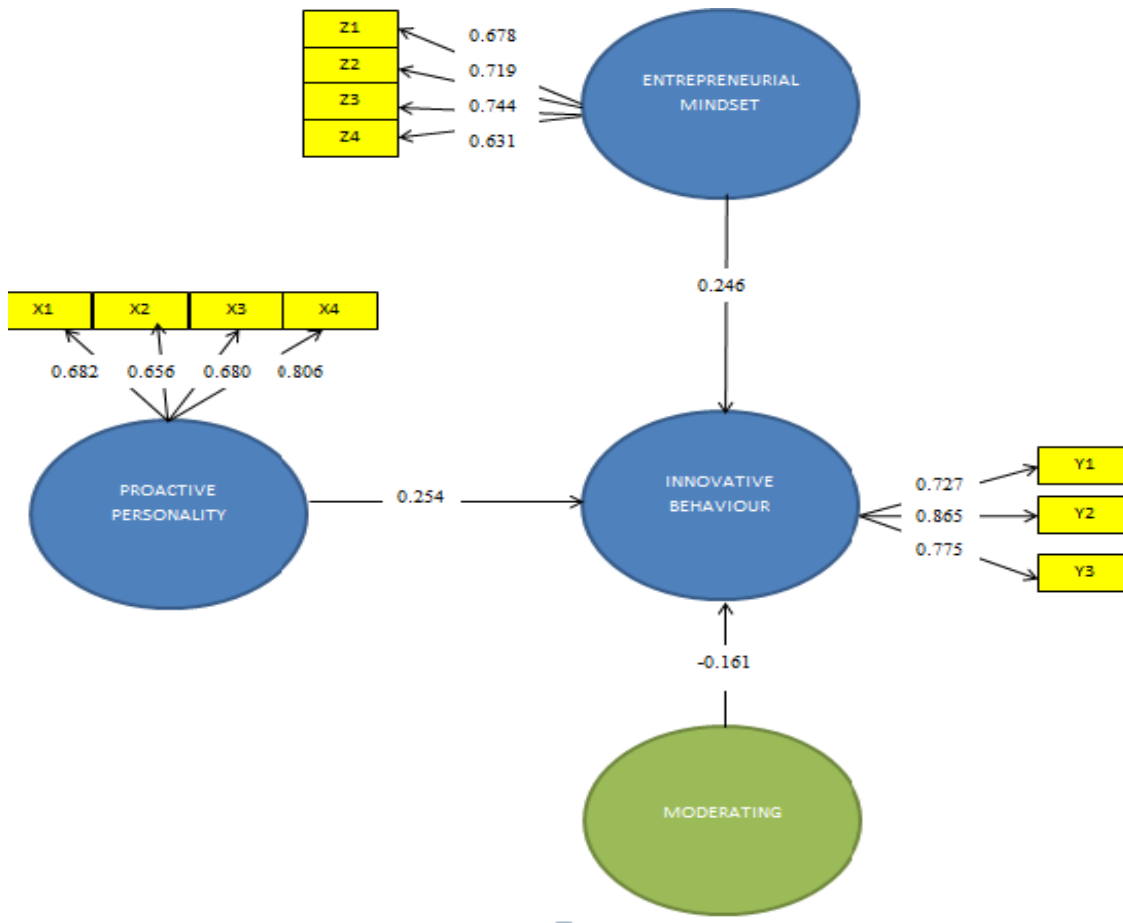
therefore from the result it shows that the values of all variables are above 0.5. Taking into account the result, it leads to conclusion that all instruments of all variables are valid and will be consistent if used by other researchers. Furthermore, the demanded minimum value of *AVE*, as an indicator of convergent validity that measures the amount of variance accomplished by a construct in relation to the amount of variance as a consequence of measurement error, is 0.5. Otherwise, the variance of error is greater than the variance explained, which is unacceptable. Based on the result, it is clear to see that *AVE* values of all constructs are bigger than 0.5. This signifies that all construct values are valid and the construct has qualified for convergent validity. Therefore it can be concluded that the required validity and reliability are fulfilled.

## **Results and Discussion**

### **Results**

#### **Structural Model Test (Inner Model)**

The structural model test comes next after the estimated model has been qualified for convergent validity, discriminant validity, and reliability, and the perfect model has been created using the research's conceptual framework. Evaluating the inner model shows the relationship between the latent construct by observing the coefficient estimation result of path parameter and the significance level (Ghozali and Latan, 2012). The test results include path coefficients, R-Square, f square, and t-statistics. The outline of structural model test results are apparent in Figure II.



### Path Coefficients

Path coefficients seek to describe the relationship between constructs as well as the strength of that relationship. The relationship between variables may be seen on the path diagram in Figure II. Proactive personality, with path coefficient of 0.254, was found to be the most important factor influencing the innovative behavior. Meanwhile, the smallest path coefficient is between proactive personality and innovative behavior moderated by entrepreneurial mindset, with path coefficient of -0.161. This result can be interpreted as the moderating effect influence the effect of proactive personality on innovative behavior, in which the present of moderating effect influence the effect direction of proactive personality on innovative behavior. The change of effect direction is from positive effect to negative effect, in which without the moderating effect, the proactive personality has a positive effect on the innovative behavior, whereas the moderating effect makes proactive personality has a negative effect on the innovative behavior variable.

### Adjusted R Square(R2) Coefficient Value

The *Adjusted R-Square (R2)* Coefficient Value is used to measure how much variance in the construct the model can explain. Therefore, the Adjusted R-Square Coefficient value will explain the explanatory power of the model. Based on the PLS Algorithm value in Figure 3, it is visible to see the result that shows the Adjusted R-Square value for mediating variable and dependent variable in Table IV.

**Table IV. Adjusted R Square(R2) Coefficient Value.**

| <i>Variable</i>         | <i>Adjusted R-Square</i> |
|-------------------------|--------------------------|
| Innovative Behavior (Y) | 0.322                    |

According to Table IV, the Adjusted R-Square Coefficient value obtained on the model is 0.322 for Innovative Behavior. It shows that Proactive Personality and Entrepreneurial Mindset can explain Innovative Behavior as much as 32.2 per cent. Therefore, because the adjusted *R-Square* value for Innovative Behavior is lower than 0.50, then it can be concluded that only small percentage of the dependent variable is correctly described by independent variables.

### **Effect Size (f2)**

*Effect size value (f2)* shows the interaction between the independent and mediating variables in influencing the dependent variable. For that reason, the higher effect size value is considered as better. The higher the effect size value (f2), then the bigger contribution or influence the independent and mediating variables have on dependent variable. *Effect size (f2)* calculation used to measure the contributions of each variables towards R2 forms by looking at the f2 values which are 0.02, 0.15, and 0.35, that display small, medium, and large models (Ghozali, 2018). Effect size test results that calculated by SmartPLS can be seen in Table V.

**Table V. Effect Size Test Results**

According to Table V, the Proactive Personality variable, has a value of 0.044. It means that Proactive Personality has a small effect on the Innovative Behavior. Furthermore, the moderating effect of Entrepreneurial Mindset variable also only has small effect on Innovative Behavior, with the value of 0.031.

### **Hypothesis Test Result**

*Bootstrapping* as a technique to calculate the value of t-statistic, is needed in hypothesis testing. The hypothesis is accepted on condition that the t-statistic value is over 1.96 and  $P < 0,05$ . The results of the *bootstrapping* process for the hypothesis test is shown in Table VI.

**Table VI. Hypothesis Test Results**

| <i>Exogen</i>                                                      | → <i>Endogen</i>          | <i>T</i><br><i>tatistics</i> | <i>P</i> | <i>Conclusion</i>            |
|--------------------------------------------------------------------|---------------------------|------------------------------|----------|------------------------------|
| Proactive Personality (X)                                          | → Innovative Behavior (Y) | 2.027                        | 0.043    | Ho : Denied<br>Ha : Accepted |
| Moderating Effect (Proactive Personality* Entrepreneurial Mindset) | → Innovative Behavior (Y) | 1.841                        | 0.066    | Ho : Accepted<br>Ha : Denied |

Table shows

VI that

Proactive Personality variable significantly influences Innovative Behavior, with t-statistic value of 2.027 and p 0.043. For that reason, the hypothesis has to be accepted. Then, for the influence of Proactive Personality on Innovative Behavior moderated by Entrepreneurial Mindset, it can be seen that the t-statistic value is 1.841, with p of 0.066. It implies that Proactive Personality has no significant impact on the Innovative Behavior moderated by Entrepreneurial Mindset, and based on that result, it can be concluded that the hypothesis denied.

## **Discussion**

### **The Role of Proactive Personality in Predicting the Innovative Behavior**

Innovative behavior is an individual activity that induce the emergence, introduction and application of something new and profitable. Benefits include the development of new product ideas or technologies, changes in administrative procedures aimed at improving work relations, or the application of new ideas or technologies to work processes that significantly increase their efficiency and effectiveness (Kresnandito, 2012). The emergence of innovation itself is influenced by several factors, one of which focuses on individual characteristics such as personality (Etikariena and Muluk, 2014). Furthermore, a type of personality that can be considered as a determining variable of the emergence of innovative behavior is proactive personality.

The result of this research shows that proactive personality significantly predict the innovative behavior. It can be seen in the hypothesis test results, which shows that t-statistic value is 2,027 and the pis 0,043, with positive effect direction. It means that t-statistic value exceeds 1,96 and the  $p < 0,05$ . For that reason, it can be concluded that proactive personality ia able to predict the innovative behavior and the hypothesis is accepted. Moreover, this result is in line with research that conducted by Pons, Ramon, & Ramon, which shows that proactive personality is able to predict innovative behavior (Pons *et al.*, 2016).

Furthermore, the reason behind that is because individuals who have a proactive personality will consistently try to solve problems and face challenges that appear in the company of new innovations. This happens because proactive individuals are very effective in promoting their ideas so that they get support from the surrounding environment to implement the idea. Also individual with proactive personality is someone who is relatively not pressured by situational forces, even quite the opposite, highly proactive people is able to recognize opportunities and act on them, demonstrate initiative, and persevere in striving for meaningful change. Individual with proactive personality is also usually involve themselves in actions that have an impact on themselves and also on their environment. Therefore, the tenacity possessed by individuals with proactive personalities makes them able to make changes in the surrounding environment, which is requires creativity. Creativity itself is more likely to emerge if individuals or entrepreneurs have the initiative to make changes. In which this changes include the initiative to make innovations (Ng and Feldman, 2013).

### **The Role of Proactive Personality in Predicting the Innovative Behavior Moderated by Entrepreneurial Mindset**

Proactive personality inferred to a readiness to take the initiative to identify and contribute to various activities and situations. Proactive personality can directly encourage individuals to change the environment around them. The proactive personality dimension is at the root of the individual's needs to manipulate and control his environment. Therefore,

entrepreneurs with a proactive personality are always future-focused, as well as change-oriented. Other than that, proactive personality can also explain how individuals feel compelled to continuously innovate. Proactive individuals tend to have advantages in identifying opportunities, looking for better ways of doing things, the ability to turn ideas into reality, and the ability to see opportunities. Therefore individuals with proactive personality have a tendency to perform innovative behavior (Chae and Park, 2022).

Furthermore, other than personality, study by Hassan *et al*, specified that the present of entrepreneurial mindset is also important. Entrepreneurial mindset is one of the most influential component of innovation (Hassan *et al.*, 2019). The appearance of entrepreneurial mindset can also impact the innovative behavior, and influence the effect other factors has on innovative behavior.

Based on that explanation, it can be seen that entrepreneurial mindset can take part as the moderator variable between proactive personality and innovative behavior. However, the results of this study shows that entrepreneurial mindset is not able to moderate. It can be seen that the the t-statistic value is 1,841, with p of 0,066. It has the meaning that Proactive Personality prediction on the Innovative Behavior moderated by Entrepreneurial Mindset, is not significant. For the reason that, the t-statistic is lower than 1,96 and  $p > 0,05$ . Therefore, the hypothesis is denied.

Moreover, the results of this research are contrary to the results of previous study by Lahindah and Manurung, which stated that the role of Entrepreneurial Mindset as the moderator variabel is significant in influencing the effect of other factors such as personality on innovative behavior. For the reason, the effect of other factors on innovative behavior will increase if it is accompanied by entrepreneurial mindset as the moderator (Lahindah and Manurung, 2017).

## Conclusion

Innovative behavior is something that is very much needed today for entrepreneurs in the creative industry to survive. For the reason that to be able to maintain the continuity of the business in creative industry is a hard work. If entrepreneurs doesn't have the capability to be innovative in the process of creating products so that it has uniqueness that distinguishes the products produced from their competitors, their business will not last long in the industry. Especially, this innovative behavior is especially needed in unpredicted situation such as corona virus pandemic situation, which make creative industry entrepreneurs experiencing difficulties due to the emergence of the corona virus pandemic, where the Large-Scale Social Restrictions policy has reduced access for industry entrepreneurs to the market. This situation forces entrepreneurs to be innovative if they want to maintain their business in an unusual environment and take advantage of as many chances they can in the middle of the Corona Virus Disease 2019 pandemic.

Moreover, the innovative behavior itself is influenced by the individual's personality such as individuals with proactive personality. The existence of proactive personality in individuals, will make individuals able to observe every opportunity, show inventiveness, do something, and keep going until reaching the end of bringing about change. Furthermore, the positive relationship between proactive personality and innovative work behavior is because individuals who have high proactive personality is more likely to have high motivation in taking the initiative and responding to situations that occur around them. Individuals with proactive personality is also often produce new plans and can be more motivated if they see the chance that the plan can be applied to the surrounding environment. Usually, proactive

individuals are also very effective in introducing their ideas so that they get the support they needed from the surrounding environment to implement those ideas. Therefore, it can be said that proactive personality is a significant trait that can lead to innovative work behavior and the individual with that personality will show more innovative behavior, because they feel the need to be in control of their environment.

Furthermore, the result of this study shows that proactive personality is able to predict innovative behavior. The reason of proactive personality is able to predict innovative behavior is because individuals that have proactive personality will persistently try to face and solve problems also challenges that appear in the company of new innovations. This is able to happen because individuals with proactive personality are very effective in promoting their ideas so that they will get support from the surrounding environment to implement their ideas. The tenacity possessed by individuals with proactive personalities makes them able to make changes in the surrounding environment. Therefore, proactive personality is an important factor that must be considered in creative industry for the entrepreneurs in order to continue to innovate for the sake of surviving. Especially, in this Corona Virus Disease 2019 pandemic situation that has changed human behavior in doing many things which makes innovation even more needed, and innovative behavior becoming a must.

However, the effect strength and direction of the influence of proactive personality on innovative behavior may also be influenced by the presence of an entrepreneurial mindset as a moderating variable. The reason behind that is because proactive personality itself will lead to entrepreneurial alertness. This alertness can be useful for entrepreneurs to become more aware of new opportunities and use limited clues in many different ways. Also the alertness toward opportunities is certainly important to encourage entrepreneurs to be more innovative. The presence of entrepreneurial alertness itself consist of entrepreneurial mindset based on several capacities and processes such as previous knowledge that entrepreneurs have and entrepreneurs capability to process information. Therefore, the present of entrepreneurial mindset can be useful to strengthen the significant of proactive personality in predicting innovative behavior.

Entrepreneurial mindset itself refers to individuals who have the capability to see chances, to expand new ideas and find creative ways to solve problems and use possibilities to raise their profits and enrich their life. Entrepreneurial mindset itself requires innovation in taking the opportunities given, which means having the speed to feel, act and mobilize responses for the purpose of to achieving possible profits. This mindset is needed and surely important to make individual able to face challenges, be able to move flexibly in competition and be persistent in fighting, and also it will encourage someone to create new concepts and ideas. Also, the presence of this entrepreneurial mindset, can inspire individual to carry on with making innovations to reach opportunities that will be profitable. Based on that explanation, with this entrepreneurial mindset, individuals with proactive personality can produce more plans and ideas, as well as be more innovative. In which it will bring advantages to creative industry entrepreneurs, especially for those that work in a city that has great potential for creative industries. For that reason entrepreneurial mindset is able to moderate the influence of proactive personality on innovative behavior.

However, the results of this study showed different results. The entrepreneurial mindset is not able to moderate the effect of proactive personality on innovative behavior, because the results show that the moderating effect is not significant. Based on that result, it can be said that the impact of entrepreneurial mindset as the moderation variable is not enough to make it significant. Other than the moderating effect is not significant, the presence of entrepreneurial mindset as the moderation variable is also change the direction of proactive personality on predicting innovative behavior if compared to the prediction proactive personality has on innovative behavior directly. The direction with moderating is negative, while the direction without moderating is positive. The outcome of this research can only

confirm that proactive personality and entrepreneurial mindset able to explain correctly the innovative behavior only at small percentage. Thus, the rest of it is controlled by factors that are not mentioned in this study. Therefore, for the researcher in the future that has interest in the same topic as this research, it is recommended to include another variable that might be able to influence the innovative behavior that has not included in this research.

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