JHSS (Journal of Humanities and Social Studies) *Volume 08, Number 03, Page 906-913*
https://journal.unpak.ac.id/index.php/jhss *e-ISSN: 2598-120X; p-ISSN: 2598-117X*

THE INFLUENCE OF ETHICAL LEADERSHIP AND INNOVATIVE WORK BEHAVIOR ON WORK ENGAGEMENT THROUGH SELF-EFFICACY AS A MEDIATING VARIABLE

Nilam Ratna Nur Widadsari [a*)], Majang Palupi [a)]

[a)] *Universitas Islam Indonesia, Yogyakarta, Indonesia*

[*)]*Corresponding Author:* nilamrnw@gmail.com

Article history: *received 10 October 2024; revised 21 October 2024; accepted 27 November 2024* *DOI:* https://doi.org/10.33751/jhss.v8i3.10807

Abstract. This research aims to determine the extent to which Self-Efficacy, Ethical Leadership and Innovative Work Behavior influence Work Engagement at the Information Systems Agency (BSI) UII. The research approach used by this researcher uses a quantitative method. This research was conducted at the Information Systems Agency (BSI) of the Islamic University of Indonesia. The population in this study were all employees at BSI UII. The sample used in this study was taken using the census technique, namely taking all objects that are members of the population as study or observation materials with a total of 104 employees. The data analysis technique used was hypothesis testing using smart PLS. The results of this research show that there is a significant positive influence between ethical leadership on work engagement. There is a significant positive influence of innovative work behavior on work engagement. There is no significant influence between ethical leadership and self-efficacy. There is a significant positive influence of innovative work behavior on self-efficacy. There is a significant positive influence of self-efficacy on work engagement. There was no significant influence between ethical leadership and work engagement mediated by self-efficacy. There is a significant positive influence between innovative work behavior on work engagement mediated by self-efficacy.

Keywords: **e**thical leadership; work engagement; innovative work behavior; self-efficacy

I. INTRODUCTION

In today's era, the problems that occur in the organizational environment are very diverse. Some problems that often arise such as stress and excessive workload, a mismatch between involvement and expertise possessed and a lack of support and recognition. When these problems occur, management and leaders need to create a supportive work environment, encourage open communication, and ensure between work demands and personal life. Employees who feel involved in their work tend to be more creative and innovative so they are more likely to find new solutions and create new ideas. Work engagement is a pleasant, satisfying, and motivating state of mind characterized by strength, dedication, and absorption in their work [1]. Kahn (1990) also explains that work engagement is a physical, cognitive, and emotional self-expression during work. This can increase higher levels of employee energy, participation, and commitment and enthusiasm for work with a focus on achieving individual and organizational goals [2]. Workplace engagement can increase the likelihood that employees will share their work information, communicate suggestions and new ideas effectively to coworkers [3].

Therefore, it has become a major focus for companies to improve employee welfare and company performance. Employee engagement is greatly influenced by the role of leaders. Leaders can create a comfortable environment that has a positive impact on employees to interact openly and feel appreciated and supported by their leaders. Leadership is one of the important aspects in the success or failure of a company. Ethical leadership according to Brown et al. (2005) is a behavior that is normatively carried out through personal actions and interpersonal relationships through two-way communication. In addition [4]. De Jong & Hartog (2010) explain that ethical leadership is a combination of leadership style behaviors that are used as role models for their behavior and actions that have a direct influence on honesty and compassion [5]. In this case, the role and behavior of a leader is one of the impacts of increasing employee engagement in the organization. This is in line with research conducted by Asif et al. (2019) which explains that work engagement will be increased when leaders demonstrate supportive behavior and

Volume 08, Number 03, Page 906-913
e-ISSN: 2598-120X; p-ISSN: 2598-117X

build a healthy environment through appropriate, trustworthy feedback, fair decision-making and concern. This can increase employees' positive perceptions of their leaders and ethical leadership will increase the level of morality among employees which will ultimately make extra efforts to achieve organizational goals [2].

In addition, research conducted by Zeng and Xu (2020) explains that employees with ethical leaders will respond with stronger psychological investment (e.g., trust in the leader or organization), and in turn show more positive work attitudes and behaviors [6]. According to Liu et al. (2023) strong moral qualities possessed by an ethical leader (such as responsibility, concern for others, honesty, and fairness) will be an example for their employees. This means that ethical leaders influence employee attitudes and behaviors through their own qualities so as to create an atmosphere of mutual respect and trust [7].

Brown et al. (2005) explain that basically, ethical leaders will behave like moral individuals [4]. Hunik et al. (2021) explain that one of the key aspects of ethical leadership is that leaders care about the welfare of their subordinates [8]. Ethical leaders also develop the skills and tasks of their subordinates so as to increase their confidence in their skills in carrying out their work well. The increasing attention attracted by ethical leadership is due to its capacity to harness employees' positive attitudes towards daily tasks in the workplace [9].

Innovative work behavior and work engagement are two interrelated concepts in a work environment that often changes. According to Scott & Bruce (1994) explains that innovative work behavior refers to a series of behaviors in which employees seek and find new opportunities and solutions in the workplace and try to implement them, such as actively seeking and finding new opportunities or arrangements, making arrangements, generating ideas, and others [10]. De Jong & Hartog (2010) also explain that innovative work behavior includes ways to utilize new ideas and think about how to implement them. It also includes behaviors aimed at making changes, applying new knowledge, or improving individual or company performance processes. As explained by Liu et al. (2023) that employees with high openness to experience are more proactive in seeking new information and knowledge in the workplace. As a result, employees with openness to experience tend to have innovative behavior compared to employees with lower experience. Organizations that create a work environment that supports innovation, recognizes innovative contributions and encourages employee engagement tend to have higher levels of performance. As explained in the study conducted by Afsar et al. (2020) that work engagement can increase employees' willingness to share their work-related knowledge with other members of the organization and actively suggest new ideas for the organization [11]. When employees feel enthusiastic, they are more likely to implement creative ideas.

According to Koroglu & Ozmen (2022) explained that the ability of employees to innovate is how organizations become innovative and this is very important for the survival of the organization [12]. Thus, employees who show involvement in their work tend to display innovative work behavior by suggesting and implementing ideas that can bring improvements to existing processes and create new opportunities that have not been utilized. This study uses self-efficacy as a mediating variable because when someone is able to do something to achieve a goal, they will be more motivated to try to achieve it. According to Chen et al. (2001) self-efficacy is a person's ability to do several important things related to work. In addition [13], Bandura (1997) defines self-efficacy as a person's belief in their ability to organize and solve problems related to tasks [14]. This is in line with research conducted by Ashfaq et al. (2021), Hunik et al. (2021), Wibawa & Takashi (2021), Zhang & Wang (2022) who placed the self-efficacy variable as a mediating variable. As explained in the study conducted by Uppathampracha & Liu (2022), that high energy levels and mental resilience as well as the desire to exert effort and perseverance in the face of difficulties illustrate strength [15][16].

Work engagement can be an important factor that supports the development and strengthening of employee self-efficacy, where if there is positive involvement in work, employees feel competent, get social support, and have the opportunity to grow which can be used as factors that can contribute to increasing overall self-efficacy. Self-efficacy has been found to influence employees' mindsets and emotional reactions, which in turn allows them to manage work and family roles, and ultimately achieve a balance between work domains [17].

Self-efficacy can mediate the effect of ethical leadership on work engagement, where employees who feel more confident tend to be more involved in their work. This is in line with research conducted by Wibawa & Takashi (2021) explaining that the positive effect of ethical leadership on work engagement may be stronger when individuals have higher self-efficacy because self-efficacy acts as a self-motivational mechanism. When ethical leaders provide their followers with adequate motivational power and inspiration, employees will be more engaged and workaholism levels will be lower [15].

Self-efficacy can mediate the influence of innovative work behavior on work engagement where employees who feel more confident tend to be more involved in challenging work that requires creativity. This is in line with research conducted by Zhang & Wang (2022) which explains that employees with high self-efficacy have confidence in achieving innovation

Volume 08, Number 03, Page 906-913
e-ISSN: 2598-120X; p-ISSN: 2598-117X

goals and have strong achievement motivation that will motivate employees to generate innovative ideas and encourage them to achieve these ideas through practice. These goals will foster employee work motivation and work engagement levels which will then encourage employees to adopt more innovative behavior [16].

Organizations that involve a lot of information technology and system services tend to have important variables to study, such as those related to innovation, skills, organizational culture and others. One of them is related to innovation where employees and organizations must be able to work with full innovation so that they always create the latest ideas. The Information Systems Agency (BSI) of the Islamic University of Indonesia (UII) is a division that provides information technology and system services which is responsible for planning, developing, operating, and system and technology services in the UII environment. Based on the results of initial observations, it shows that BSI UII has one of the roles to assist in various matters related to information systems and technology. This role is related to the development of services that do not yet exist, so it can be concluded that BSI UII always tries to behave innovatively at work and tries to create new ideas that can facilitate the provision of services in the UII environment. BSI UII also involves professional resources in the field of information technology so that in every process it always tries to involve employees and appreciate new ideas and concepts provided by employees. Testing the influence of ethical leadership and innovative work behavior on work engagement through self-efficacy at BSI UII will later contribute to the existing literature on work engagement, thereby helping BSI UII in understanding employee involvement related to work, coworkers, and organizations.

II. RESEARCH METHODS

The research approach used by this researcher uses a quantitative method. This research was conducted at the Information Systems Agency (BSI) of the Islamic University of Indonesia. The population in this study were all employees at BSI UII. The sample used in this study was taken using the census technique, namely taking all objects that are members of the population as study or observation materials with a total of 104 employees. The data analysis technique used was hypothesis testing using smart PLS.

III.ESULTS AND DISCUSSION

In this section, the results of the research and discussion of the findings in this study will be explained, in this section the direct influence of the independent variable on the dependent and the indirect influence of the independent variable on the dependent variable with the presence of a moderating variable will be explained. The results of this study are as follows:

A. R-Square

The R-Square value is also known as the coefficient of determination, where this value can provide a percentage of the influence of the independent variable on the dependent variable in a research model. The R-Square value ranges from 0 to 1, where if the value is around 0.7 then it is strong, 0.5 then moderate, and 0.25 then weak.

TABLE 1. R-SQUARE VALUE

Variabel	R-Square	R-Square Adjusted
Work Engagement	0,291	0,289
Self Efficacy	0,542	0,540

Based on Table 1 above, it can be concluded that the R-Square value on the work engagement variable is 0.291, where this can be explained that the work engagement variable influences 29.1% and the remaining 70.9% is influenced by other variables. In addition, the R-Square value on the self-efficacy variable is 0.542, which can be concluded that the self-efficacy variable influences 54.2% and the remaining 45.8% is influenced by other variables.

B. Direct Influence Between Latent Variables

Based on the test results, a direct relationship is obtained between the variables described in the following table:

TABLE 2 .DIRECT EFFECT TEST RESULTS

Relationship of Research Variables	Original Sample	T Statistics	P Value	Hypothesis
Ethical Leadership > Work Engagement	0,286	3,776	0,000	H_1 Accepted
Innovative Work Behavior > Work Engagement	0,273	2,739	0,006	H_2 Accepted
Ethical Leadership > Self Efficacy	0,176	1,654	0,098	H_3 Rejected
Innovative Work Behavior > Self Efficacy	0,464	4,614	0,000	H_4 Accepted
Self Efficacy > Work Engagement	0,402	4,056	0,000	H_5 Accepted

Based on Table 2 above, the relationship between research variables can be seen as follows:

The effect of ethical leadership on work engagement has an estimated coefficient value of 0.286 with a t-count of 3.776> 1.96 and a probability value of 0.000 <0.05. Therefore, it can be concluded that there is a significant influence between ethical leadership and work engagement. Thus, the first hypothesis (H1) "Ethical Leadership has a positive effect on Work Engagement" is proven and accepted.

The effect of innovative work behavior on work engagement has an estimated coefficient value of 0.273 with a t-count of 2.739> 1.96 and a probability value of 0.006 <0.05. Therefore, it can be concluded that there is a significant

Volume 08, Number 03, Page 906-913
e-ISSN: 2598-120X; p-ISSN: 2598-117X

influence between innovative work behavior on work engagement. Thus, the second hypothesis (H2) "Innovative Work Behavior has a positive effect on Work Engagement" is proven and accepted.

The influence of ethical leadership on self-efficacy has an estimated coefficient value of 0.176 with a t-count of 1.654 <1.96 and a probability value of 0.098> 0.05. Therefore, it can be concluded that there is no significant influence between ethical leadership and self-efficacy. Thus, the third hypothesis (H3) "Ethical Leadership has a positive effect on Self-Efficacy" is not proven and rejected.

The influence of innovative work behavior on self-efficacy has an estimated coefficient value of 0.464 with a t-count of 4.614> 1.96 and a probability value of 0.000 <0.05. Therefore, it can be concluded that there is a significant influence between innovative work behavior on self-efficacy. Thus, the fourth hypothesis (H4) "Innovative Work Behavior has a positive effect on Self-Efficacy" is proven and accepted.

The effect of self-efficacy on work engagement has an estimated coefficient value of 0.402 with a t-count of 4.056> 1.96 and a probability value of 0.000 <0.05. Therefore, it can be concluded that there is a significant effect between self-efficacy and work engagement. Thus, the fifth hypothesis (H5) "Self-Efficacy has a positive effect on Work Engagement" is proven and accepted.

C. Indirect Effect Between Latent Variables

Based on the test results, an indirect relationship or relationship using mediation between variables is obtained, which is explained in the following table:

TABLE 3. INDIRECT EFFECT TEST RESULTS

Relationship of Research Variables	Original Sample	T Statistics	P Value	Hypothesis
Ethical Leadership > Self Efficacy > Work Engagement	0,071	1,512	0,131	H_6 Rejected
Innovative Work Behavior > Self Efficacy > Work Engagement	0,186	2,715	0,007	H_7 Accepted

Based on Table 3 above, the relationship between research variables can be seen as follows:

The effect of ethical leadership on work engagement mediated by self-efficacy has an estimated coefficient value of 0.071 with a t-count of 1.512 <1.96 and a probability value of 0.131> 0.05. Therefore, it can be concluded that there is no significant effect between ethical leadership on work engagement mediated by self-efficacy. Thus, the sixth hypothesis (H6) "Self-Efficacy can mediate the effect of Ethical Leadership on Work Engagement" is not proven and is rejected.

The effect of innovative work behavior on work engagement mediated by self-efficacy has an estimated coefficient value of 0.186 with a t-count of 2.715> 1.96 and a probability value of 0.007 <0.05. Therefore, it can be concluded that there is a significant effect between innovative work behavior on work engagement mediated by self-efficacy. Thus, the fourth hypothesis (H4) "Self-Efficacy can mediate the influence of Innovative Work Behavior on Work Engagement" is proven and accepted.

D. Discussion

1. The Influence of Ethical Leadership on Work Engagement

Based on the results of data processing that has been done, it can be seen that ethical leadership has a positive influence on work engagement. This can be proven from the original sample value of 0.286 which indicates that there is a positive relationship. The t-statistic value of 3.776 and the p-value with a value of 0.000 indicate that the relationship between ethical leadership and work engagement is stated as significantly positive. So, the first hypothesis stating that there is a positive influence of ethical leadership on work engagement is accepted.

The positive influence on this relationship can be interpreted that the higher the ethical leadership, the higher the work engagement. From the results of the analysis for the average respondent in the ethical leadership variable, it is categorized as very high with an average value of 4.22. The highest value in item X1.2 "Leaders define success not only based on results, but also how to obtain them" with an average value of 4.38.

The results of this study indicate that ethical leadership has a significant positive effect on work engagement. This means that ethical leadership has an important role in creating conditions for work engagement. One proof is seen in item X1.2 "Leaders define success not only based on results, but also how to obtain them" where the leader of BSI UII continues to appreciate all the processes that must be carried out by employees to achieve success, so that this makes employees feel treated with respect which makes them feel involved, motivated and contribute positively to the work they do.

These results are in accordance with several studies that have been conducted by Asif et al. (2019), Zeng and Xu (2020), Jia et al. (2022), Wibawa et al. (2021), and Liu et al. (2023) which show a positive correlation between ethical leadership and work engagement, so that the higher the ethical leadership, the higher the work engagement [18].

2. The Effect of Innovative Work Behavior on Work Engagement

Based on the results of data processing that has been done, it can be seen that innovative work behavior has a positive influence on work engagement. This can be proven from the original sample value of 0.273 which indicates that there is a positive relationship. The t-statistic value of 2.739 and the p-value with a value of 0.006 indicate that the relationship between innovative work behavior and work engagement is stated as significantly positive. Thus, the second hypothesis stating that there is a positive influence of innovative work behavior on work engagement is accepted.

Volume 08, Number 03, Page 906-913
e-ISSN: 2598-120X; p-ISSN: 2598-117X

The positive influence on this relationship can be interpreted that the higher the innovative work behavior, the higher the work engagement. From the results of the analysis for the average respondent on the innovative work behavior variable, it is categorized as high with an average value of 3.91. The highest value on items X2.1 and X2.2 with an average value of 3.97.

The results of this study indicate that innovative work behavior has a significant positive effect on work engagement. This means that innovative work behavior has an important role in creating conditions for work engagement where an environment that fully supports innovation and ideas will strengthen employee work involvement which then these aspects will support improving employee performance and company performance. BSI UII supports employees to find new work methods, techniques, or instruments so that employees are free to be creative in the process of completing work.

These results are in accordance with several studies conducted by Afsar et al. (2020), Jia et al. (2022), Koroglu & Ozmen (2022), Liu et al. (2023) and Uppathampracha & Liu (2022) which show a positive correlation between innovative work behavior and work engagement, so that the higher the innovative work behavior, the higher the work engagement.

3. The Effect of Ethical Leadership on Self-Efficacy

Based on the results of data processing that has been carried out, it can be seen that ethical leadership has a negative effect on self-efficacy. This can be proven from the original sample value of 0.176 which indicates that there is a negative relationship. The t-statistic value of 1.654 and the p-value with a value of 0.098 indicate that the relationship between ethical leadership and self-efficacy is negative. Thus, the third hypothesis stating that there is a positive effect of ethical leadership on self-efficacy is rejected.

From the analysis results, the average respondent in the ethical leadership variable is categorized as very high criteria and high criteria for self-efficacy. The highest value in the ethical leadership variable is in item X1.2 "Leaders define success not only based on results, but also how to achieve them" with an average of 4.38 and the highest value in the self-efficacy variable is in item Z2 "Employees are confident that they can complete difficult tasks" with an average value of 4.14.

The results of this study indicate that ethical leadership has a negative effect on self-efficacy. This means that if a leader shows ethical values that are too strict or lacks support for his employees, it will affect the decline in employee self-confidence. Therefore, it is very important for leaders to set high ethical standards but remain realistic and achievable so that employees are more confident in their abilities to contribute positively to the company.

These results are not in line with several studies conducted by Ashfaq et al. (2021), Uppathampracha & Liu (2022), Hunik et al. (2021), Qabool et al. (2021), and Febriyanti & Nugroho (2023) which showed a positive correlation between ethical leadership and self-efficacy. However, the results of this study are in line with research conducted by Walumbwa et al. (2011) which explains that ethical leadership is usually associated with positive results on self-efficacy, but if employees feel burdened with high expectations it will give weak results. This can be explained by when the ethical standards given are too high, employees are not confident in meeting these standards but can actually reduce their self-efficacy. In addition, research conducted by Zhu et al. (2015) also explains that ethical leadership cannot always increase self-efficacy, especially if ethical leadership is considered too controlling of employee autonomy, so that it can reduce self-confidence which can later have a negative impact on employee self-efficacy [19][20].

4. The Influence of Innovative Work Behavior on Self-Efficacy

Based on the results of data processing that has been done, it can be seen that innovative work behavior has a positive influence on self-efficacy. This can be proven from the original sample value of 0.464 which indicates that there is a positive relationship. In addition, the t-statistic value of 4.614 and the p-value of 0.000 indicate that the relationship between innovative work behavior and self-efficacy is stated as positive and significant. So, the fourth hypothesis stating that there is a positive influence of innovative work behavior on self-efficacy is accepted.

The positive influence on this relationship can be interpreted that the higher the innovative work behavior, the higher the self-efficacy of employees. From the results of the analysis for the average respondent in the innovative work behavior variable, it is categorized as high with an average value of 3.91. The highest value in items X2.1 and X2.2 with an average value obtained of 3.97 and Z.2 with an average value obtained of 4.14 with the item "Employees are confident that they can complete difficult tasks".

The results of this study indicate that innovative work behavior has a significant positive effect on self-efficacy. This means that a positive relationship between innovative work behavior and self-efficacy can have an effect on increasing creativity and increasing the competitiveness of each employee. BSI UII frees employees to complete their work in various ways so that employees are confident and able to complete difficult tasks.

This is in accordance with several studies conducted by Uppathampracha & Liu (2022), Xiang et al. (2023), Ardini & Etikariena (2021), and Javed et al. (2021) which show a positive correlation between innovative work behavior and

Volume 08, Number 03, Page 906-913
e-ISSN: 2598-120X; p-ISSN: 2598-117X

self-efficacy, so that the higher the innovative work behavior in the company, the more self-efficacy will increase [21][22][23].

5. The Effect of Self-Efficacy on Work Engagement

Based on the results of the data processing that has been carried out, it can be seen that self-efficacy has a positive effect on work engagement. This can be proven from the original sample value of 0.402 which indicates a positive relationship. The t-statistic value obtained was 4.056 and the p-value with a value of 0.000 indicated that the relationship between self-efficacy and work engagement was stated as positive and significant. Thus, the fifth hypothesis stating that there is a positive influence of self-efficacy on work engagement is accepted.

The positive influence on this relationship can be interpreted that the higher the self-efficacy, the higher the work engagement. From the data, it can be seen that the average value of respondents on the self-efficacy variable is categorized as high with an average value of 3.94 with the highest value obtained in item Z2 with an average of 4.14 which reads "Employees are confident that they can complete difficult tasks" and the work engagement variable in Y.10 with an average of 4.23 which reads "Employees feel proud of the work they do".

The results of this study indicate that self-efficacy has a positive and significant effect on work engagement. This means that self-efficacy has an important role in creating work engagement because when employees are confident in their ability to complete difficult tasks, they will ultimately feel proud of what they have done. Employees at BSI UII have the belief that they can complete any difficult task given so that they feel proud when they can complete the task.

These results are in accordance with several studies conducted by Ibrahim et al. (2019), Uppathampracha & Liu (2022), Wijayanto et al. (2024), Merdiana & Wijowo (2022), and Putri & Frianto (2022) which state that self-efficacy has a positive effect on work engagement, so that the higher the self-efficacy, the higher the work engagement of employees [24][25][26].

6. The Influence of Ethical Leadership on Work Engagement Mediated by Self-Efficacy

Based on the results of data processing that has been carried out, the original sample value obtained is 0.071 with a t-statistic of 1.512 and a p-value of 0.131. From these results, it can be concluded that the sixth hypothesis which states that there is an influence of ethical leadership on work engagement mediated by self-efficacy is rejected.

The results of this study indicate that self-efficacy is unable to mediate the positive relationship between ethical leadership and work engagement. This means that leaders need to maintain ethical standards and support for employees so that the self-efficacy and work engagement of employees remain high.

This study is in line with research conducted by Wibawa & Takashi (2021) which explains that ethical leadership has a negative effect on work engagement which is influenced by self-efficacy. In addition, the study by Eisenbeiss & Giessner (2012) explains that although ethical leadership can increase work engagement, self-efficacy is not always a mediator because employee perceptions of ethical leaders are more influenced by aspects of employee trust in the leader, not self-confidence. In implementing ethical leadership, BSI UII tends to build employee engagement through other means, such as increasing moral values or shared responsibility that does not always depend on the level of employee self-confidence [27].

7. The Effect of Innovative Work Behavior on Work Engagement Mediated by Self-Efficacy

Based on the results of data processing that has been carried out, the original sample value obtained was 0.186 with a t-statistic of 2.715 and a p-value of 0.007. From these results, it can be concluded that the seventh hypothesis stating that there is an effect of innovative work behavior on work engagement mediated by self-efficacy is accepted.

A positive influence on this relationship can be interpreted as if the company wants to increase the work engagement of employees, then it is necessary to pay attention to how the company supports innovative behavior and builds levels of self-efficacy among its employees.

These results are in accordance with research conducted by Jayapradesta & Firdausy (2024) which explains that self-efficacy mediates the influence of innovative work behavior on work engagement in start-up employees at the research location. BSI UII supports employees in finding work-related ideas so that they feel proud of their work and ultimately they are more confident in completing tasks, especially difficult tasks [28].

IV. CONCLUSION AND SUGGESTION

Based on the results of data analysis and the discussion that has been explained previously, several conclusions can be drawn as follows: There is a significant positive influence between ethical leadership on work engagement, so that the first hypothesis (H1) proposed in this study is accepted. This can be proven by the t-statistic value of 3.776 > 1.96 and p-value 0.000 <0.05. There is a significant positive influence of innovative work behavior on work engagement, so that the second hypothesis (H2) proposed in this study is accepted. This can be proven by the t-statistic value of 2.739 > 1.96 and p-value 0.000 <0.05. There is no significant influence between ethical leadership and self-efficacy, so that the third hypothesis (H3) proposed in this study is rejected. This can be proven by the t-statistic value of 1.654 <1.96 and p-value 0.098 > 0.05. There is

Volume 08, Number 03, Page 906-913
e-ISSN: 2598-120X; p-ISSN: 2598-117X

a significant positive influence of innovative work behavior on self-efficacy, so that the fourth hypothesis (H4) proposed in this study is accepted. This can be proven by the t-statistic value of 4.614> 1.96 and p-value of 0.000 <0.05. There is a significant positive influence of self-efficacy on work engagement, so that the fifth hypothesis (H5) proposed in this study is accepted. This can be proven by the t-statistic value of 4.056> 1.96 and p-value of 0.000 <0.05. There was no significant influence between ethical leadership and work engagement mediated by self-efficacy, so that the sixth hypothesis (H6) proposed in this study was rejected. This can be proven by the t-statistic value of 1.512 <1.96 and p-value of 0.131> 0.05. There is a significant positive influence between innovative work behavior on work engagement mediated by self-efficacy, so that the seventh hypothesis (H7) proposed in this study is accepted. This can be proven by the t-statistic value of 2.715> 1.96 and p-value of 0.007 <0.05. The results of this study indicate that ethical leadership does not have a significant influence on self-efficacy, this may be due to the lack of personal support received by employees so that they are less confident in their abilities. This is evidenced by the results obtained that employees do not feel confident in being able to do some tasks very well compared to others. Leaders need to improve the application of ethical values in their personal lives. This is because the statement item "Leaders live their personal lives in an ethical way" has a lower average value than the statement items of other ethical leadership variables. Therefore, to maximize the ethical leadership approach used, leaders are responsible for all personal actions they take, especially if these actions are indirectly related to work. In addition, leaders also need to be role models for those around them who can later strengthen people's trust in the leader. In the innovative work behavior variable, the statement item "Employees change innovative ideas into more useful ones by implementing new activity plans" has a lower average value compared to other items. To maximize its implementation, companies need to support the ideas held by employees so that the company can develop further. With the environment and support that employees get, it will be easier for them to always think innovatively which encourages creativity so that employees feel more involved in their work. In the work engagement variable, the statement item "It is difficult to get away from the work being done" has a lower average value compared to other items because there are times when employees stop working and take a break. Thus, it can be concluded that employees so far still separate time for work or find time for themselves.

REFERENCES

[1]. Schaufeli, W. B. S. M. G.-R. V. B. A. B. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. J. Happiness Stud, 3, 71–92.

[2]. Asif, M., Qing, M., Hwang, J., & Shi, H. (2019). Ethical Leadership, Affective Commitment, Work Engagement, and Creativity: Testing a Multiple Mediation Approach. Sustainability (Switzerland), 11(16), 4489. https://doi.org/10.3390/su11164489

[3]. Uppathampracha, R., & Liu, G. (2022). Leading for Innovation: Self-Efficacy and Work Engagement as Sequential Mediation Relating Ethical Leadership and Innovative Work Behavior. Behavioral Sciences, 12(8), 266. https://doi.org/10.3390/bs12080266

[4]. Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical Leadership: A Social Learning Perspective for Construct Development and Testing. Organizational Behavior and Human Decision Processes, 97(2), 117–134. https://doi.org/10.1016/j.obhdp.2005.03.002

[5]. De Jong, P. F., & Hartog, D. N. (2010). The Relationship Between Job Demands, Job Resources, and Work Engagement. Journal of Occupational and Organizational Psychology, 23(2), 147–163.

[6]. Zeng, J., & Xu, G. (2020). Ethical Leadership and Young University Teachers' Work Engagement: A Moderated Mediation Model. International Journal of Environmental Research and Public Health, 17(1), 21. https://doi.org/10.3390/ijerph17010021

[7]. Liu, X., Huang, Y., Kim, J., & Na, S. (2023). How Ethical Leadership Cultivates Innovative Work Behaviors in Employees? Psychological Safety, Work Engagement and Openness to Experience. Sustainability (Switzerland), 15(4), 3452. https://doi.org/10.3390/su15043452

[8]. Hunik, S. R. S., Suyono, J., Istiqomah, S., & Sunaryo, S. (2021). Linking Leaders' Political Skill and Ethical Leadership to Organizational Citizenship Behavior: The Roles of Self-Efficacy, Respect, and Leader-Member Exchange. International Journal of Business, 26(4), 70–89.

[9]. Ashfaq, F., Abid, G., Ilyas, S., Magnano, P., Zammitti, A., Del Mar, M., & Jurado, M. (2000). Impact of Ethical Leadership on Employee Engagement: Role of Self-Efficacy and Organizational Commitment. 11(3), 962–974. https://doi.org/10.3390/ejihpe

[10]. Scott, S. G., & Bruce, R. A. (1994). Determinants of Innovative Behavior: A Path Model of Individual Innovation in the Workplace. In Source: The Academy of Management Journal (Vol. 37, Issue 3).

[11]. Afsar, B., Al-Ghazali, B. M., Cheema, S., & Javed, F. (2020). Cultural Intelligence and Innovative Work Behavior: The Role of Work Engagement and Interpersonal Trust. European Journal of Innovation Management, 24(4), 1082–1109. https://doi.org/10.1108/EJIM-01-2020-0008

[12]. Koroglu, Ş., & Ozmen, O. (2022). The Mediating Effect of Work Engagement on Innovative Work Behavior and the Role of Psychological Well-Being in the Job Demands–Resources (JD-R) Model. Asia-Pacific Journal of Business Administration, 14(1), 124–144. https://doi.org/10.1108/APJBA-09-2020-0326

[13]. Chen, G., Gully, S. M., & Eden, D. (2001). Validation of a New General Self-Efficacy Scale. Organ. Res. Methods, 4, 62–83.

[14]. Bandura, A. (1997). Self-efficacy: The Exercise of Control. New York: Freeman.

[15]. Wibawa, M. S., Takahashi, Y., & Sabar, M. (2021). The

Volume 08, Number 03, Page 906-913
e-ISSN: 2598-120X; p-ISSN: 2598-117X

Effect of Ethical Leadership on Work Engagement and Workaholism: Examining Self-Efficacy as a Moderator Citation: Wibawa, Widdy. 11(2), 50. https://doi.org/10.3390/admsci

[16]. Zhang, G., & Wang, Y. (2022). Organizational Identification and Employees' Innovative Behavior: The Mediating Role of Work Engagement and the Moderating Role of Creative Self-Efficacy. Chinese Management Studies, 16(5), 1108–1123. https://doi.org/10.1108/CMS-07-2021-0294

[17]. Ibrahim, H. S. N., Suan, C. L., & Karatepe, O. M. (2019). The Effects of Supervisor Support and Self-Efficacy on Call Center Employees' Work Engagement and Quitting Intentions. International Journal of Manpower, 40(4), 688–703. https://doi.org/10.1108/IJM-12-2017-0320

[18]. Jia, K., Zhu, T., Zhang, W., Rasool, S. F., Asghar, A., & Chin, T. (2022). The Linkage between Ethical Leadership, Well-Being, Work Engagement, and Innovative Work Behavior: The Empirical Evidence from the Higher Education Sector of China. International Journal of Environmental Research and Public Health, 19(9), 5414. https://doi.org/10.3390/ijerph19095414

[19]. Qabool, S., Tariq, J., Aziz, A., Anwar, A., & Pahi, M. H. (2021). Consequences of Ethical Leadership with the Mediating Role of Self-Efficacy and Workplace Climate. Academy of Strategy Manajement Journal, 20(4).

[20]. Febriyanti, M. D., & Nugroho, S. P. (2023). The Influence of Ethical Leadership on Innovative Work Behavior with LMX and Self Efficacy as Mediation Variabels. IQTISHADequity Journal MANAGEMENT, 6(1), 23–36. https://doi.org/10.14414/……

[21]. Xiang, D., Ge, S., Zhang, Z., Twumwaah Budu, J., & Mei, Y. (2023). Relationship among Clinical Practice Environment, Creative Self-Efficacy, Achievement Motivation, and Innovative Behavior in Nursing Students: A Cross-Sectional Study. Nurse Education Today, 120, 105656. https://doi.org/10.1016/j.nedt.2022.105656

[22]. Ardini, D. R., & Etikariena, A. (2021). Learning Activities and Innovative Work Behavior during Pandemic Mediated by Innovative Self-Efficacy. Gadjah Mada Journal of Psychology, 7, 195–211.

[23]. Javed, B., Fatima, T., Khan, A. K., & Bashir, S. (2021). Impact of Inclusive Leadership on Innovative Work Behavior: The Role of Creative Self-Efficacy. The Journal of Creative Behavior, 55(3), 769–782.

[24]. Wiyanto, J., Ratnaningsih, D. J., & Suratini, S. (2024). Self-efficacy, career development, and work engagement on employee performance: Evidence from aviation sector organizations. Journal of Enterprise and Development (JED), 6(1).

[25]. Mardiana, K. A., & Wijowo, S. (2022). Hubungan Self-efficacy dengan Work Engagement pada Karyawan Pusat Pengembangan Anak (YCI) Selama Masa Pandemi Covid-19. Bulletin of Counseling and Psychotherapy, 4(3). https://doi.org/10.51214/bocp.v5i1.430

[26]. Putri, A. N. L., & Frianto, A. (2022). Pengaruh Self-Efficacy terhadap Job Satisfaction melalui Work Engagement pada Karyawan. Jurnal Ilmu Manajemen, 10(1).

[27]. Eisenbeiss, S. A., & Giessner, S. R. (2012). The Emergence and Maintenance of Ethical Leadership in Organizations. Journal of Personnel Psychology, 11(1), 7–19.

[28]. Jayapradesta, J., & Firdausy, C. M. (2024). Pengaruh Organizational Identification terhadap Employees Innovative Work Behavior melalui Employee Engagement sebagai Variabel Mediasi dan Creative Self-Efficacy sebagai Variabel Moderasi pada Karyawan Start Up di Jakarta.