
RESEARCH ARTICLE

The Influence of Proactive Personality on Proactive Work Behavior through Job Satisfaction, Work Engagement, and Role Breadth Self-Efficacy at PT PLN UP3 West Surabaya

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ABSTRACT

Proactive work behavior is an important element for workers even though they can work flexibly. Made it happen Proactive Work Behavior cannot be separated from Role Breadth Self-Efficacy (RBSE) because Role Breadth Self-Efficacy refers to employees' confidence in their ability to engage in proactive, social, and integrative activities beyond their standard duties. Work Engagement also makes an important contribution to proactive behavior. Specifically, through proactive goal setting and achievement, a person is more likely to have their needs met when they are satisfied with their work. Individuals who experience positive affective states associated with Job Satisfaction are likely to change their situation proactively and exhibit higher levels of innovative behavior. Proactive Personality also influences employee behavior that is profitable for the company by putting effort into their work. Creating a work environment that can encourage employee creativity. This research is quantitative. Using Partial Least Square with a sample size of 54 permanent employees of PT PLN UP3 West Surabaya. The research results show that Proactive Personality significantly influences Proactive Work Behavior. Job Satisfaction was found to act as a significant mediator between Proactive Personality and Proactive Work Behavior. Work engagement has also been proven to be an important mediator in the relationship between proactive personality and proactive work behavior. Role Breadth Self-Efficacy plays a significant mediating role. Employees who are confident in their ability to fulfill a broader range of roles tend to be more proactive in taking initiative and making improvements in the workplace, which contributes to innovation and improved work processes. The results of this study indicate that the three mediating variables, namely Job Satisfaction, Work Engagement, and Role Breadth Self-Efficacy, together strengthen the influence of Proactive Personality on Proactive Work Behavior. The combination of these factors creates an environment that supports employees to behave more proactively, which is critical to meeting operational challenges and meeting customer needs.

KEYWORDS

Proactive Personality, Job Satisfaction, Work Engagement, Role Breadth Self-Efficacy, Proactive Work Behavior

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1. Introduction

Proactive Work Behavior is the hope of bringing about change in the company, providing suggestions and input for improvement, and expressing and taking action to resolve problems. The existence of Proactive Work Behavior will also encourage employees to do their work better and more effectively so that increased effectiveness in the organization is created (Setyarini & Indriati, 2022). The main goal is to shape employees into effective and efficient workers.

This is similar to the aim of PT PLN (Persero), namely to increase effectiveness and efficiency in work for its employees. PT PLN (Persero) is a state-owned company that provides services to the community by providing services related to the sole sale of

electricity in Indonesia. Even though it is a company that has no competitors, PT PLN (Persero) remains committed to providing excellent service to stakeholders, especially customers.

With research tests at PT. PLN UP3 West Surabaya with the topic "The Influence of Proactive Personality on Proactive Work Behavior through Job Satisfaction, Work Engagement, and Role Breadth Self-Efficacy," which aims to ensure that PT HRD managers. PLN UP3 West Surabaya can find out how loyal and proactive employees are in working with their own abilities and confidence in a job, how committed employees are to work, and how satisfied employees are with their work. This is with the aim of not only meeting the targets of the Minister of BUMN but also HRD wanting to create Proactive Work Behavior in the work environment at PT PLN UP3 West Surabaya.

Proactive work behavior is an important element for workers even though they can work flexibly. Made it happen Proactive Work Behavior cannot be separated from Breadth Self-Efficacy (RBSE) because Role Breadth Self-Efficacy refers to employees' confidence in their ability to engage in proactive, social, and integrative activities beyond their standard duties. Work Engagement also makes an important contribution to proactive behavior. Specifically, through proactive goal setting and achievement, a person is more likely to have their needs met when they are satisfied with their work. Individuals who experience positive affective states associated with Job Satisfaction are likely to change their situation proactively and exhibit higher levels of innovative behavior. Proactive Personality also influences employee behavior that is profitable for the company by putting effort into their work. Creating a work environment that can encourage employee creativity.

2. Literature Review

2.1 Proactive Personality

Proactive Personality is defined as a personality that is persistent in carrying out individual actions in various kinds of movements and circumstances. Proactivity has been described by various experts as individuals' anticipatory actions to control and change their life status. Proactive people are change-oriented, focus more on their future, challenge the status quo, and have their own initiative (Awan et al., 2022).

Someone who has a Proactive Personality is also better at predicting and creating situations to achieve their goals and increase career success (Abid et al., 2021). Those with a Proactive Personality quickly understand the importance of building high-quality relationships.

From several definitions that have been put forward, it is concluded that a proactive Personality is a behavioral tendency to take initiative, create opportunities, and persist in an action until significant changes occur. Someone who has a highly Proactive Personality tends to build and influence the work environment and situations that benefit them, seek organizational and job information when faced with dissatisfaction, develop greater network contacts, engage in greater career planning, and be more persistent in facing difficulties and obstacles.

According to (Syamsudin et al., 2022) Proactive Personality indicators are as follows:

1. The ability to have a relative attitude is not limited by situational forces.
2. Ability to struggle to realize ideas and solutions.
3. Ability to be proactive in identifying and taking action on opportunities.
4. The ability to influence the surrounding environment.

2.2 Job Satisfaction

Employees who are satisfied with their work are a source of happiness in their work (Syamsudin et al., 2022). Methodologically, Job Satisfaction is an employee's affective response to their work, which is a tangible result according to employee expectations (Eliyana & Sridadi, 2020).

Employee job satisfaction will influence employee attitudes and behavior while working, especially their behavior, which will be reflected in the level of work accidents, absenteeism, morale, and workforce turnover, where all of this will affect the level of employee work productivity. Thus, job satisfaction is also related to employees' sense of belonging and loyalty because it is their affectionate view or feelings about the organization or company; on the other hand, employees who are dissatisfied will become unenthusiastic and disturbed by their work routine; they will run away from work responsibilities and even avoid work (sick leave, holidays, etc.) (Dziuba et al., 2020).

According to (Purnamasari et al., 2019), indicators of Job satisfaction are as follows:

1. Employee satisfaction with salary.
2. Employee satisfaction with promotions.
3. Employee satisfaction with teamwork.

4. Employee satisfaction with support from superiors.

2.3 Work Engagement

According to Schaufeli (2021), employee behavior that affects their work is referred to as "engaged employee behavior". Work engagement is a positive feeling that is related to behavior at work, which includes thoughts related to psychological states characterized by vigor, dedication, and absorption. It is a condition related to satisfaction and meeting development needs in a job. Vigor is characterized by high levels of energy and the ability to recover physical and mental strength quickly while working, the intention to put effort into work, and perseverance even when faced with difficulties. Dedication refers to a high level of involvement in work, with a sense of importance, enthusiasm, pride, inspiration, and challenge. Absorption is described as complete concentration and immersion in one's work (Hakanen et al., 2021).

Work engagement indicators according to (Schaufeli, 2021) namely as follows:

1. The state of employees who feel very mentally tough.
2. The state of employees who are full of pride in the work they do.
3. The condition of employees who are often late for work.

2.4 Role Breadth Self-Efficacy

According to Peariasamy et al. (2020), Role Breadth Self-Efficacy refers to an employee's confidence in taking on new roles and challenging tasks and carrying out "a variety of integrative and interpersonal tasks". Terminologically, Role Breadth Self-Efficacy concerns the extent to which people feel confident that they can carry out broader and more proactive roles beyond the traditionally determined technical requirements. According to Warner & Schwarzer (2020).

Role Breadth Self-Efficacy with indicators from (Chu et al., 2021), are as follows:

1. The ability of employees to perform multiple roles at work.
2. The employee's ability to work outside of job duties.
3. Employee's ability to exceed performance targets proactively and with full initiative.
4. The employee's ability to be responsible for the decisions chosen.

2.5 Proactive Work Behavior

Rosadi et al. (2023) define Proactive Work Behavior as initiating changes to existing conditions or creating new conditions rather than passively adapting to existing conditions; it involves challenging the status quo. As part of their role behavior, employees can perform proactive tasks that meet basic job requirements. The aim of Proactive Work Behavior is to take responsibility and bring about change in the workplace. The existence of Proactive Work Behavior will also encourage employees to do their work better and more effectively, thereby creating increased organizational effectiveness.

Proactive work behavior with indicators from (Rosadi et al., 2023), are as follows:

1. The ability of employees to make changes and create new conditions.
2. The ability of employees to carry out proactive performance in the work environment.
3. Employee ability to innovate and be responsible.

2.6 The Relationship of Proactive Personality to Job Satisfaction

Existing research on Job Satisfaction tends to focus on external factors, such as work experience and the environment (Wang & Lei, 2023). In recent years, it has been found that personality is the most important internal factor influencing workers' psychological perceptions, attitudes, and behavior. Specifically, Proactive Personality best fits the needs of today's workplace and can be considered a powerful individual characteristic for predicting workplace success (Kleine et al., 2019). According to Self-Determination Theory (Wang & Lei, 2023), There are three basic psychological needs, namely autonomy, relatedness, and competence, which provide important nutrition for personal development. This theory suggests that individuals tend to be motivated to fulfill these needs by integrating themselves into the external environment. When these basic needs are met, internal motivation is stimulated, external motivation is internalized, and work behavior is self-determined and proactive. A proactive personality is a unique personality trait that allows individuals to take positive actions to influence the environment. It is also an important factor for individuals to actively complete work tasks, realize self-worth, and increase job satisfaction.

Individuals with proactive personalities have a high level of determination, are not influenced by any changes in the environment, and are not limited by situational pressures. This is one aspect of personality traits that leads to job satisfaction (Wang & Lei, 2023).

A person with a Proactive Personality will be more likely to take action to change and achieve the ideal self or state and potentially produce better job satisfaction over time due to three main characteristics: self-initiative, change orientation, and future focus (Kuo et al., 2019). Because proactive people prefer to create situations that support personal job accomplishments, a Proactive Personality is associated with Job Satisfaction.(Syamsudin et al., 2022).

A proactive personality leads to higher job satisfaction over time through three fundamental things: to be more specific, proactive people are people who are change-oriented, focus on the future, and have their own initiative. Those with a highly proactive personality seek to evacuate obstacles and achieve their desires by taking part in dynamic jobs and opportunities(Deng & Yao, 2020).

Similarly, work shows that proactive employees remove their barriers and prevent complacency, which makes them more satisfied. In accordance with 'Work Adjustment Theory,' proactive tendencies can help in elements related to job satisfaction and a person's job suitability when entering an organization. In addition, recent research also suggests that proactive adjustments in one's workplace can drive feelings of compatibility among workers that are related to employee fulfillment of activities(Awan et al., 2022).

2.7 The Relationship Of Proactive Personality To Work Engagement

Proactive Personality is a variable that identifies a person's differences in that they can proactively take action to influence their environment. Proactive individuals tend to look for opportunities to act, take initiative, and persevere until significant change occurs. Proactive team behavior is a specific form of proactive work behavior aimed at changing team situations such as performance. (Anugrahito, 2020)adding that Proactive Personality is conceptualized as an individual's tendency to take personal initiative in their environment by actively planning and taking action. Highly proactive workers tend to take the company's profits and losses into account as part of their own, ultimately achieving great job performance. Proactive workers mean having a proactive personality. People with a Proactive Personality tend to look for the best way to realize proactive behavior.

Work Engagement is a positive, satisfying, affective-motivational related work condition that can be seen as work. Employees who are attached to the organization have a high level of energy and enthusiasm for being involved in work. Most researchers agree that engagement includes an energy dimension and an identification dimension. Therefore, engagement is characterized as a high level of vigor and strong identification with one's work(Anugrahito, 2020). Work Engagement relates to all types of challenging work. It describes employees' ability to bring their full capacity to solve problems, relate to people, and develop innovative management services that make a difference, as well as employees' responses to organizational policies, practices, and structures influencing their potential to experience engagement. The results of several previous studies conducted by(Wang & Lei, 2023) show that there is a positive and significant influence between the Proactive Personality and Work Engagement variables.

2.8 The Relationship of Proactive Personality to Role Breadth Self-efficacy

Relationships between proactive Personality and Role Breadth Self-Efficacy (RBSE) have become significant research topics in recent years. Proactive personality refers to an individual's tendency to take initiative and change their environment, while RBSE refers to an individual's confidence in their ability to perform various roles and tasks in the workplace.

Recent research shows that a proactive personality positively influences Role Breadth Self-Efficacy. People with proactive Personalities tend to be more confident in taking on a wider role in the workplace and are better able to handle a variety of tasks and responsibilities. This is because proactive individuals often seek opportunities to learn and develop, which in turn increases their Self-Efficacy.

The study by Schmitt et al. (2021) in the Journal of Occupational and Organizational Psychology found that employees with proactive personalities show a higher level of Role role-breadth self-efficacy. They also tend to be more adaptable to change and more effective in their roles compared to those who are less proactive.

Another study by Covin et al. (2020) in the Journal of Business Research confirmed that proactive personality is positively related to Role Breadth Self-Efficacy, especially when supported by learning goal orientation and peer support. Employees who have strong learning goals and support from their peers demonstrate increases in Role Breadth Self-Efficacy, which allows them to be more effective in their roles and contribute to innovation in the workplace.

Overall, the literature shows a strong relationship between proactive Personality and Role Breadth Self-Efficacy. Individuals who have a proactive nature are more likely to feel confident in diverse roles and perform better in the workplace.

2.9 The relationship between job satisfaction and proactive work behavior

According to (Syamsudin et al., 2022), Job satisfaction is a resource that allows a person to continue the effort required to maintain proactive actions. Specifically, through proactive goal setting and achievement, people are more likely to achieve their needs when they are satisfied with their work. Individuals who experience positive affective states related to job satisfaction tend to change their situations proactively and demonstrate higher levels of innovative behavior.

Research by Bindl and Parker (2020) confirms that the relationship between job satisfaction and proactive work behavior is not only significant but also important in the context of globalization and rapid changes in the work environment. Another study by Strauss and Parker (2021) shows that job satisfaction has a long-term impact on proactive behavior, especially in high-tech industries where innovation and change constantly occur.

2.10 The Relationship between Work Engagement and Proactive Work Behavior

Research by Kim et al. (2020) revealed that work engagement plays an important role in encouraging proactive work behavior in various industrial sectors. Another study by Bakker et al. (2021) shows that employees who are actively involved in their work tend to show proactive behavior more often, such as looking for new ways to complete tasks and taking the initiative in solving problems.

Work Engagement and Proactive Work Behavior are expected to be positively related. Mohsin (2019) found a positive influence between Work Engagement and Proactive Work Behavior. From this research, it was found that employees with a high level of involvement take initiative every day. In line with that, Schaufeli (2021) conducted research using two samples: Spanish employees working in rapid technological change and managers from Dutch Companies. This study found that increasing work resources will also increase Work Engagement, which then has a positive impact on Proactive Work Behavior.

There is a strong and positive relationship between work engagement and proactive work behavior. Employees who are actively involved in their work tend to exhibit proactive behavior, which benefits both the individual and the organization. This relationship is supported by various factors such as intrinsic motivation, energy and enthusiasm, dedication, full involvement, as well as well-being and job satisfaction.

2.11 The Relationship between Role Breadth Self-efficacy and Proactive Work Behavior

A person who believes he or she is capable of performing a task is more likely to do it efficiently (Peariasamy et al., 2020). Role Breadth Self-Efficacy refers to employees' confidence in their ability to engage in proactive actions social, and integrative activities outside of their standard duties.

Parker et al. (2020) found that Role Breadth Self-efficacy is positively related to Proactive Work Behavior, with individuals who have high confidence in executing diverse tasks tending to be more proactive in creating change and seeking opportunities in the workplace.

Through a longitudinal approach, we found that increasing Role Breadth Self-efficacy was associated with increasing Proactive Work Behavior over time, indicating its important role in nurturing innovation and adaptation in organizations (Li & Wang, 2023).

Role Breadth Self-efficacy plays a significant role in encouraging Proactive Work Behavior in the workplace. Individuals' confidence in managing complex and diverse tasks not only enhances their ability to take initiative but also strengthens intrinsic motivation to create positive change and seek new opportunities. These findings highlight the importance of developing self-efficacy in a broad role context as a strategy for enhancing proactive performance in the workplace.

2.12 The Relationship between Proactive Personality and Proactive Work Behavior

A proactive personality is a personality that sees possibilities and seizes them, takes the initiative, acts, and perseveres until a significant change is achieved. This personality is also not limited by situational forces, meaning that this internal control can cause behavior. Several studies in the field of psychology and organizational behavior have also stated that proactive work behavior can be controlled both internally and externally (Syamsudin et al., 2022).

The research was also carried out by Syamsudin et al. (2022), which states that a proactive Personality has a significant effect on Proactive Work Behavior. The nature of a proactive personality will create changes and controls that can support proactive work behavior in the workplace regardless of the work context because of the natural tendency to be independent and take initiative. Therefore, it can be concluded that a positive Personality can affect Proactive Work Behavior.

2.13 The relationship between Job Satisfaction mediates Proactive Personality and Proactive Work Behavior.

The study by Kuo et al. (2019) confirmed that job satisfaction plays a mediating role in the relationship between proactive personality and proactive work behavior. This means that someone with a Proactive personality tends to feel more satisfied with their work, which in turn increases their tendency to engage in proactive Work Behavior. Job Satisfaction provides additional motivation for individuals to take the initiative and seek ways to improve their employment circumstances.

Someone with a Proactive Personality Those who are satisfied with their jobs tend to feel more motivated and empowered to make positive changes. Conversely, job dissatisfaction can hinder an individual's motivation to engage in work Proactive Work Behavior, even if they have a proactive personality. Therefore, Job Satisfaction can strengthen the effect of a proactive personality on positive Work Behavior by providing a supportive environment for employees to innovate and contribute more to their organization.

Proactive personality is directly related to proactive work behavior, and job satisfaction plays an important role as a mediator in this relationship. Individuals with proactive personalities who feel satisfied with their work tend to be more engaged in proactive Work Behavior, which in turn can improve organizational performance and innovation. Therefore, it is important for organizations to create a supportive and satisfying work environment for their employees, especially for those who have proactive Personalities.

2.14 The relationship between Work Engagement mediates Proactive Personality and Proactive Work Behavior.

Work Engagement can function as an important mediator in the relationship between proactive personality and proactive Work Behavior. Research shows that individuals with a with Proactive personality tend to have higher levels of Work Engagement, which in turn increases their propensity to be engaged in Proactive Work Behavior (Bakker, Demerouti, & Verbeke, 2004; Sonnentag, 2023).

Individuals with proactive personalities who feel engaged in their work tend to be more motivated and empowered to make positive changes. Work Engagement provides the energy and dedication needed to overcome challenges and seek opportunities for improvement. Conversely, a lack of Work Engagement can hinder an individual's motivation to engage in proactive work behavior, even though they have a proactive personality. Therefore, Work Engagement can strengthen the effect of Proactive, positive work Behavior by providing optimal mental conditions for employees to innovate and contribute more to their organizations.

Proactive Personality is directly related to proactive Work Behavior, and Work Engagement plays an important role as a mediator in this relationship. Individuals with proactive personalities who feel involved in their work tend to be more involved in proactive work behavior, which in turn can improve organizational performance and innovation. Therefore, it is important for organizations to create a work environment that supports and enables high work engagement, especially for those who have proactive Personalities.

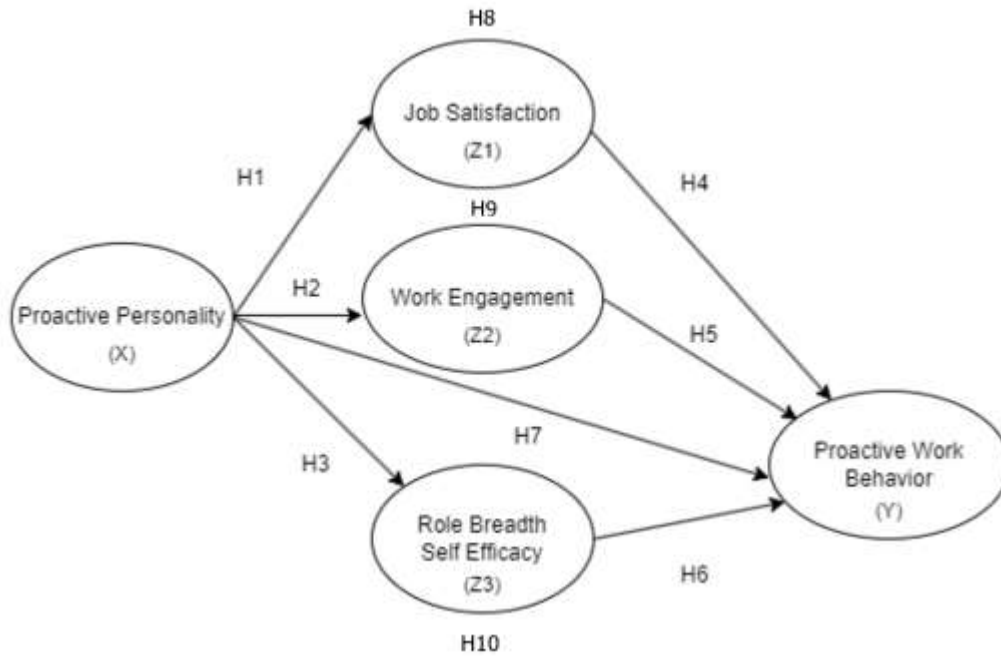
2.15 The Role Breadth Self-Efficacy Relationship Mediates Proactive Personality and Proactive Work Behavior.

Role Breadth Self-Efficacy can function as an important mediator in the relationship between proactive Personality and proactive Work Behavior. Research shows that individuals with proactive personalities tend to have higher levels of Role Breadth Self-Efficacy, which then increases their propensity to engage in proactive Personality (Griffin, Parker, & Mason, 2020).

Individuals with a proactive personality, high role breadth, and self-efficacy feel more confident in their ability to take on various new tasks and responsibilities. This belief provides the impetus for them to not only fulfill their duties but also to seek new and better ways to complete their work. Role Breadth Self-Efficacy provides the confidence and motivation necessary to overcome obstacles and achieve better results, which in turn strengthens proactive Work Behavior (Kim et al., 2020; Ng & Yan, 2021).

Proactive Personality is directly related to Proactive Work Behavior and Role Breadth Self-Efficacy, which plays an important role as a mediator in this relationship. Individuals with Proactive Personality Those who have high Role Breadth Self-Efficacy tend to be more involved in Work Behavior, which can improve organizational performance and innovation. Therefore, it is important for organizations to support the development of Role Breadth Self-Efficacy among their employees, especially for those who have Proactive Personality.

2.16 Conceptual Framework



2.17 Hypothesis

- H1: Proactive Personality has a positive and significant effect on Job Satisfaction
- H2: Proactive Personality has a positive and significant effect on Work Engagement
- H3: Proactive Personality has a positive and significant effect on Role Breadth Self-efficacy
- H4: Job Satisfaction has a positive and significant effect on Proactive Work Behavior
- H5: Work Engagement has a positive and significant effect on Proactive Work Behavior
- H6: Role Breadth Self-efficacy has a positive and significant effect on Proactive Work Behavior
- H7: Proactive Personality has a positive and significant effect on Proactive Work Behavior
- H8: Job Satisfaction mediates Proactive Personality and Proactive Work Behavior
- H9: Work Engagement mediates Proactive Personality and Proactive Work Behavior
- H10: Role Breadth Self-Efficacy mediates Proactive Personality and Proactive Work Behavior

3. Methodology

3.1 Population

According to (Jasmalinda, 2021), population is a generalized area consisting of objects/subjects that have certain qualities and characteristics. The clarity of the population is important in conducting research. In this research, the population used was permanent employees of the operational line of PT. PLN UP3 West Surabaya.

3.2 Sample

In this research, the sampling technique used was sampling using a census/total sampling technique. In accordance with what Sugiyono (2019: 140) stated, the census is "a sampling technique where all members of the population are sampled". Therefore, the sample taken in this study was a saturated sample of all members of the population of 54 permanent line operational staff employees of PT PLN UP3 West Surabaya.

3.3 Analysis Techniques

Data processing in this research uses smartPLS (Partial Least Square) software with outer model and inner model measurement models. The PLS method is able to describe latent variables (not directly measurable) and is measured using indicators. The series of tests in the measurement model or outer model are validity tests and reliability tests. There are two types of validity tests, namely convergent and discriminant validity tests. The convergent validity test parameters can be determined based on the results of the smartPLS algorithm output in the form of outer loading, AVE, and commonality to measure validity.

3.4 Analysis and Discussion

3.4.1 Validity Test (Convergent Validity)

Convergent validity is measured using the outer loading parameter. To measure the validity of a variable, the factor loading value can be seen, and the factor loading must be 0.5 or more and ideally 0.7, and the AVE value of each variable is more than 0.5. Here are the values. The outer loading of each indicator in this research variable is as follows:

Variable	Indicator	Outer Loading
<i>Proactive Personality</i>	<i>PP1</i>	<i>0.886</i>
	<i>PP2</i>	<i>0.779</i>
	<i>PP3</i>	<i>0.794</i>
	<i>PP4</i>	<i>0.877</i>
<i>Job Satisfaction</i>	<i>JS1</i>	<i>0.806</i>
	<i>JS2</i>	<i>0.720</i>
	<i>JS3</i>	<i>0.741</i>
	<i>JS4</i>	<i>0.834</i>
<i>Work Engagement</i>	<i>WE1</i>	<i>0.875</i>
	<i>WE2</i>	<i>0.915</i>
	<i>WE3</i>	<i>0.876</i>
<i>Role Breadth Self-Efficacy</i>	<i>RBS1</i>	<i>0.813</i>
	<i>RBS2</i>	<i>0.849</i>
	<i>RBS3</i>	<i>0.843</i>
	<i>RBS4</i>	<i>0.822</i>
<i>Proactive Work Behavior</i>	<i>PWB1</i>	<i>0.914</i>
	<i>PWB2</i>	<i>0.872</i>
	<i>PWB3</i>	<i>0.906</i>

Source: Primary data processed.

Based on the table above, the outer loading value of all manifest variables is > 0.7 , and the AVE value is > 0.5 , indicating that all indicators in the research variables can be said to meet convergent validity, and none were excluded from the research (Hair et al., 2022).

3.4.2 Discriminate Validity Test

Discriminant validity is related to the principle that indicators from different variables should not be highly correlated. Cross loading values are used to test discriminant validity. An indicator is said to meet discriminant validity if it has the largest cross loading value on the variable it forms compared to other variables.

Table 4.10 Cross Loading Values

	<i>Variable</i>				
	<i>Proactive Personality</i>	<i>Job Satisfaction</i>	<i>Work Engagement</i>	<i>Role Breadth Self-Efficacy</i>	<i>Proactive Work Behavior</i>
PP1	0.886	0.517	0.607	0.564	0.677
PP2	0.779	0.481	0.457	0.496	0.608
PP3	0.794	0.537	0.371	0.574	0.579
PP4	0.877	0.521	0.550	0.708	0.700
JS1	0.401	0.806	0.425	0.406	0.562
JS2	0.488	0.720	0.500	0.381	0.557
JS3	0.435	0.741	0.366	0.439	0.587
JS4	0.564	0.834	0.536	0.424	0.654
WE1	0.509	0.438	0.875	0.613	0.674
WE2	0.576	0.588	0.915	0.578	0.719
WE3	0.512	0.548	0.876	0.581	0.740
RBS1	0.558	0.491	0.589	0.813	0.666
RBS2	0.571	0.431	0.525	0.849	0.697
RBS3	0.614	0.429	0.479	0.843	0.680
RBS4	0.602	0.419	0.620	0.822	0.656
PWB1	0.737	0.712	0.803	0.717	0.914
PWB2	0.651	0.691	0.662	0.630	0.872
PWB3	0.682	0.653	0.686	0.830	0.906

Source: Primary data processed.

The value of all variables in the Composite Reliability reliability test is > 0.70. Therefore, it can be concluded that the variables tested are valid and reliable (Hair et al., 2022).

3.4.3 Structural Model or Inner Model

The structural model was evaluated by looking at the percentage of variance explained, namely by looking at the R-Square value for endogenous latent variables, testing model fit, and significance testing to answer the research hypothesis.

Table 4.14 R-Square Value

<i>Endogenous Variables</i>	<i>R-Square</i>	<i>Category</i>
<i>Job Satisfaction (JS)</i>	0.377	<i>Moderate</i>
<i>Work Engagement (WE)</i>	0.360	<i>Moderate</i>
<i>Role Breadth Self-Efficacy (RBS)</i>	0.497	<i>Moderate</i>
<i>Proactive Work Behavior (PWB)</i>	0.871	<i>Strong</i>

The R-Square value for the Work Engagement variable is 0.360, which means that the percentage of influence of Proactive Personality on Work Engagement is 36%, which is in the moderate category. The R-Square value for the Role Breadth Self-Efficacy variable is 0.497, which means that the percentage of influence of Proactive Personality on Role Breadth Self-Efficacy is 49.7%, which is in the moderate category. Furthermore, the R-Square value for the Proactive Work Behavior variable is 0.871, which means that the percentage influence of Proactive Personality, Job Satisfaction, Work Engagement, and Role Breadth Self-Efficacy on Proactive Work Behavior is 87.1%, which is in the strong category.

3.4.4 Hypothesis testing

The first significance test that will be carried out is testing the significance of the direct effect path, which is the research hypothesis (H1 to H7). A direct effect is said to be significant if it has a p-value smaller than 0.05 (error rate (α) 5%) (Hair et al., 2022).

Table 4.17 Direct Effect Significance Test

		Path Coefficient	T-Statistics	P-Value
H1	Proactive Personality→ Job Satisfaction	0.614	7,744	0,000
H2	Proactive Personality→ Work Engagement	0.600	6,185	0,000
H3	Proactive Personality→ Role Breadth Self-Efficacy	0.705	11,605	0,000
H4	Job Satisfaction→ Proactive Work Behavior	0.307	3,667	0,000
H5	Work Engagement→Proactive Work Behavior	0.298	2,701	0.004
H6	Role Breadth Self-Efficacy→Proactive Work Behavior	0.331	3,719	0,000
H7	Proactive Personality→Proactive Work Behavior	0.170	2,042	0.021

Table 4.18 Significance Test of Indirect Effect

	Path Coefficient	T-Statistics	P-Value
H8 Proactive Personality→Job Satisfaction→Proactive Work Behavior	0.188	3,153	0.001
H9 Proactive Personality→Work Engagement→Proactive Work Behavior	0.179	2,849	0.002
H10 Proactive Personality→Role Breadth Self- Efficacy→Proactive Work Behavior	0.233	3,405	0,000

4. Results and Discussion

4.1 Proactive Personality towards Job Satisfaction

Based on the results of research, it is proven that Proactive Personality has an influence on Job Satisfaction. It can be seen in the description of the results of the respondents' answers.

From the results of the highest factor loading on the Proactive Personality variable, permanent employees of the PT PLN UP3 West Surabaya operational line can struggle to realize ideas and solutions. This can increase job satisfaction because of success in career development and generating career satisfaction for employees(Sukmajati, 2020).

Apart from being proven by the results of the score descriptions of the respondents' answers, there is also evidence that suggests it is based on the theory of Self-Determination through journaling(Wang & Lei, 2023). Self-determination theory suggests that individuals tend to be motivated to fulfill these needs by integrating themselves into the external environment. When basic needs are met, internal motivation is stimulated, external motivation is internalized, and work behavior is self-determined and proactive.

A proactive personality is a personality trait that allows individuals to take positive actions to influence the environment and is an important factor for individuals to actively complete work tasks, realize self-worth, and increase job satisfaction(Syamsudin et al, 2022).

This is what makes permanent employees of the operational line of PT PLN UP3 West Surabaya if the Proactive Personality is higher, Job Satisfaction will be able to increase significantly as well.

4.2 The Influence of Proactive Personality on Work Engagement

Based on the results of the research, it is proven that Proactive Personality has an influence on Work Engagement. It can be seen in the description of the results of the respondents' answers.

From the results of the highest factor loading on the Proactive Personality variable, permanent employees of the PT PLN UP3 West Surabaya operational line can struggle to realize ideas and solutions. This can increase work engagement. It is proven by research by Wang & Lie (2023) that Work Engagement is related to all types of challenging work. It describes employees' ability to bring their full capacity to solve problems, relate to people, and develop innovative management services that make a difference, as well as employees' responses to organizational policies, practices, and structures influencing their potential to experience engagement.

In the dispositional approach, engagement in work is seen as depending on the individual's personality. The influence provided by several stable personal characteristics will ensure individuals have different work attitudes. A proactive personality is a disposition to take personal initiative to influence one's environment. Someone who is proactive is a person who usually involves themselves in actions that have an impact on themselves and also on their environment (Syamsudin et al., 2022).

Therefore, employees with a proactive personality always focus on the future and are aware and oriented towards change (Aryaningtyas & Suharti, 2013).

Based on the explanation above, it can be concluded that a proactive personality implies a willingness to be involved and take the initiative to identify and contribute to various activities and situations. If the level of proactive personality is higher, the willingness to be involved in work will also be higher, and this is the same thing done by permanent operational line employees of PT PLN UP3 West Surabaya.

4.3 The Influence of Proactive Personality on Role Breadth Self Efficacy

Based on the results of the research, it is proven that Proactive Personality has an influence on Role Breadth Self-Efficacy. It can be seen in the description of the results of the respondents' answers.

From the results of the highest factor loading on the Proactive Personality variable, permanent employees of the PT PLN UP3 West Surabaya operational line can struggle to realize ideas and solutions. It has been proven that a proactive personality is a character that can initiate and act; in other words, it has a more flexible role-taking style. He also has a strong drive to change, which is comparable to mastery or control (Syamsudin et al., 2022).

In addition, Role Breadth Self-Efficacy is someone who has the belief that they are capable of carrying out a larger role in the workplace (Parker, 1998). This idea, apart from being a source of motivation, must also be influenced by the talent one has (Parker et al., 2006). For example, the ability to have role orientation and more adaptable controls.

Proactive Personality is substantially connected to Role Breadth Self-Efficacy. When permanent employees of the PT PLN UP3 West Surabaya operational line with Proactive Personalities feel they can start an organization effectively, they will be more inclined to do so.

4.4 The Influence of Job Satisfaction on Proactive Work Behavior

Based on the results of the research, it is proven that Job Satisfaction has an influence on Proactive Work Behavior. It can be seen in the description of the results of the respondents' answers.

From the results of the highest factor loading on the Job Satisfaction variable, permanent employees of the PT PLN UP3 West Surabaya operational line are satisfied with the salary they receive. This matter is validated by journals (Syamsudin et al., 2022), which explain Job Satisfaction is a resource that allows a person to continue the effort required to maintain proactive actions. Specifically, through proactive goal setting and achievement, a person is more likely to achieve them if their needs are met when they are satisfied with their job (Weigelt et al., 2019).

This is what permanent employees of the UP3 West Surabaya operational line will do in implementing it in construction. Proactive Work Behavior is good if employee job satisfaction is met in terms of salary, teamwork, support, and affirmation.

4.5 The Influence of Work Engagement on Proactive Work Behavior

Based on the results of research, it is proven that Work Engagement has an influence on Proactive Work Behavior. It can be seen in the description of the results of the respondents' answers.

From the results of the highest factor loading on the Work Engagement variable, permanent employees of the PT PLN UP3 Surabaya operational line are proud of their current work. This is validated by employees with a high level of involvement taking the initiative every day in their work, which can influence their work environment (Syamsudin et al., 2022).

Work engagement is also a positive feeling that is related to behavior at work, which includes thoughts related to psychological states characterized by vigor, dedication, and absorption. It is also a condition related to satisfaction and meeting development needs in a job. Vigor is characterized by high levels of energy and the ability to recover physical and mental strength quickly while

working, the intention to put effort into work, and perseverance even when faced with difficulties. Dedication refers to a high level of involvement in work, with a sense of importance, enthusiasm, pride, inspiration, and challenge. Absorption is described as complete concentration and immersion in one's work (Hakanen et al., 2021).

This research was also validated by the journal Mohsin (2019), which found an influence between work engagement and proactive work behavior. The pride of the permanent operational line employees of PT PLN UP3 West Surabaya build high Proactive Work Behavior.

4.6 The Influence of Role Breadth Self-Efficacy on Proactive Work Behavior

From the results of the highest factor loading on the Role Breadth Self-Efficacy variable, permanent employees in the operational line of PT PLN UP3 Surabaya have the ability to play multiple roles at work.

Based on the results of the research, it is proven that Role Breadth Self-Efficacy has an influence on Proactive Work Behavior. It can be seen in the description of the results of the respondents' answers.

Terminologically, Role Breadth Self-Efficacy concerns the extent to which people feel confident that they can carry out broader and more proactive roles beyond the traditionally determined technical requirements. Peariasamy et al (2020). According to Warner & Schwarzer (2020), organizations shift responsibility downward and need proactive employees who are willing to go beyond narrow task requirements and take initiative.

Proactive Work Behavior includes innovation, responsibility, avoiding problems, and speaking up. Proactive work behavior has a significant impact on an employee's overall performance in the workplace, so the factors that encourage it must be identified (Juliati, 2021). The goal of proactive work behavior is to take responsibility and bring about change in the workplace (Y. Zhang et al., 2023).

In line with this, the employees of PT PLN UP3 West Surabaya are confident in their ability to have multiple roles in working to achieve Proactive Work Behavior.

4.7 The Influence of Proactive Personality on Proactive Work Behavior

From the results of the highest factor loading on the Proactive Personality variable, permanent employees of the PT PLN UP3 West Surabaya operational line can struggle to realize ideas and solutions.

Based on the results of the research, it is proven that Proactive Personality has an influence on Proactive Work Behavior. It can be seen in the description of the results of the respondents' answers. Validated by Rosadi (2023), KProactive employees are able to complete their own tasks and demonstrate a motivated work ethic. As a result, employees' ability to manage work performance and work experience becomes very useful through Proactive Work Behavior.

McCormick et al. (2019) state that Proactive Work Behavior will also encourage employees to do their work better and more effectively, thereby creating increased organizational effectiveness.

In line with the permanent operational line employees of PT PLN UP3 West Surabaya who strive to express their ideas and are ready for solutions, they can achieve Proactive Work Behavior well.

4.8 The Influence of Job Satisfaction Mediates Proactive Personality and Proactive Work Behavior

Based on the results of the research, it is proven that Job Satisfaction mediates Proactive Personality and Proactive Work Behavior. This can be seen in the analysis test results.

This is supported by the journal Chen, Lam, & Zhong (2023) concluded in their research that job satisfaction plays a strong mediating role in the relationship between proactive personality and proactive work behavior, indicating that individuals with proactive personality tend to have higher levels of job satisfaction, which in turn increases proactive work behavior.

Misra and Srivastava (2023) explained in their research that job satisfaction significantly mediates the relationship between proactive personality and proactive work behavior. They observed that someone with a proactive personality tends to feel more satisfied with their work, which then encourages them to be more proactive in their tasks.

The results of the analysis and the journal support show that job satisfaction mediates the relationship between proactive personality and proactive work behavior. This means that PT PLN UP3 West Surabaya employees with a proactive personality tend to have a higher level of job satisfaction, which in turn increases their proactive work behavior. These findings are in line with motivation theory and previous literature indicating that job satisfaction can function as a driver for proactive behavior in the workplace.

4.9 The Influence of Work Engagement Mediates Proactive Personality and Proactive Work Behavior

Based on the results of the research, it is proven that Work Engagement mediates Proactive Personality and Proactive Work Behavior. This can be seen in the analysis test results.

Research has shown that individuals with proactive personalities tend to have higher levels of work engagement. Work engagement, in turn, encourages individuals to behave more proactively at work.

Proven by the journal, Xanthopoulou, Bakker, and Fischbach (2022) found that work engagement acts as an important mediator in the relationship between proactive personality and proactive work behavior. They note that individuals with proactive personalities tend to have higher levels of work engagement, which then encourages them to behave more proactively at work. This research shows that work engagement is a key mechanism that allows a proactive personality to positively influence proactive work behavior (Bakker, Tims, and Derks, 2020).

In the journal, Lorens and Schaufeli (2020) emphasized the importance of work engagement as a mediator between proactive personality and proactive work behavior, suggesting that increasing work engagement can help harness the full potential of proactive employees.

This means that employees of PT PLN UP3 West Surabaya those with a high proactive personality tend to be more involved in their work, which then encourages them to demonstrate proactive work behavior. This means that companies that can increase work engagement through adequate work resources, social support, and skills development will be better able to utilize the full potential of proactive employees to improve performance and innovation.

4.10 The Influence of Role Breadth Self-Efficacy Mediates Proactive Personality and Proactive Work Behavior

Based on the results of the research, it is proven that Role Breadth Self-Efficacy mediates Proactive Personality and Proactive Work Behavior. This can be seen in the analysis test results.

Role Breadth Self-Efficacy was found to be a significant mediator in the relationship between Proactive Personality and Proactive Work Behavior. Individuals with a proactive personality tend to have higher Role Breadth Self-Efficacy, meaning they are more confident in their ability to carry out a variety of broad and complex tasks. This belief strengthens their tendency to engage in proactive work behavior. The study by Parker et al. (2018) supports these findings by showing that RBSE increases individuals' confidence in their ability to manage multiple roles at work, which in turn encourages proactive behavior (Parker et al., 2018).

Research by Strauss, Griffin, and Parker (2021) supports the mediating role of Role Breadth Self-Efficacy in this relationship, that Role Breadth Self-Efficacy strengthens the relationship between proactive personality and proactive work behavior by increasing individuals' confidence in their ability to take the initiative and carry out various roles in the workplace (Strauss et al., 2021).

This research highlights the importance of Role Breadth Self-Efficacy in mediating the relationship between proactive personality and proactive work behavior. By understanding this mechanism, PT PLN UP3 West Surabaya can develop more effective strategies to encourage proactive work behavior among permanent operational line employees. Role Breadth Self-Efficacy not only strengthens an individual's belief in an employee's ability to handle various tasks but also plays an important role in transforming a proactive personality into real proactive work behavior.

5. Conclusion

Based on the results of this research, which were discussed in the previous chapter, several conclusions can be drawn to answer the problems in this research. There are several conclusions that can be drawn, namely:

1. **The Influence of Proactive Personality on Proactive Work Behavior:** The research results show that proactive personality significantly influences proactive work behavior at PT PLN UP3 West Surabaya. Employees with a proactive personality tend to take more initiative in taking actions that can improve their performance and contribution at work.
2. **The Mediating Role of Job Satisfaction:** Job satisfaction was found to act as a significant mediator between proactive personality and proactive work behavior. Employees who are satisfied with their work are more likely to utilize their proactive personality in demonstrating proactive work behavior, which has a positive impact on operational efficiency and effectiveness at PT PLN UP3 West Surabaya.
3. **Work Engagement as a Mediator:** Work engagement has also been shown to be an important mediator in the relationship between proactive personality and proactive work behavior. Employees who are emotionally and cognitively engaged in their work are more likely to utilize their proactive nature in completing tasks and achieving organizational goals, which in turn improves service quality and customer satisfaction.
4. **Self-Efficacy in Broader Roles:** Self-efficacy in a broader role (Role Breadth Self-Efficacy) plays a significant mediating role. Employees who are confident in their ability to carry out broader roles tend to be more proactive in taking the

initiative and making improvements in the workplace, which contributes to innovation and improvement of work processes at PT PLN UP3 West Surabaya.

5. **Interaction between Variables:** The results of this study show that the three mediating variables, namely job satisfaction, work involvement, and self-efficacy in broader roles, together strengthen the influence of proactive personality on proactive work behavior. The combination of these factors creates an environment that supports employees to behave more proactively, which is critical to meeting operational challenges and meeting customer needs.

5.1 Suggestion

5.1.1 For PT PLN UP3 West Surabaya

Increasing job satisfaction must continue to be pursued and improved because the results of the analysis test in the previous chapter show that of the four factors that can influence Proactive Work Behavior, one of them is job satisfaction. Job Satisfaction is classified as a factor with the lowest results compared to Proactive Personality, Work Engagement, and Role Breadth Self-Efficacy.

So it can be concluded that if PT PLN UP3 West Surabaya can increase its Job Satisfaction in terms of indicators, namely salary, promotion, teamwork, support, and appreciation, then the Company's initial goal of meeting targets in its work effectively and efficiently can be achieved.

5.1.2 Suggestions for further research

Based on the results of the researcher's experience in conducting research, the researcher provides the following suggestions to researchers and students:

For students who are conducting research or future researchers, it is best to study in more depth the problem that will be used as research in order to better understand what will be discussed by adding the variable "Leadership" because it is related to this phenomenon, it can be explored more deeply with references from books or from research. The previous discussion included both variables and research methods.

By entering leadership future research, we can gain a more holistic understanding of the factors that influence proactive work behavior. This not only enriches academic literature but also provides practical guidance for organizations in developing effective leadership strategies to maximize the potential of employees with proactive personalities.

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