

Critical Determinants of Proactive Work Behavior Affecting Task Performance

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Critical Determinants of Proactive Work Behavior Affecting Task Performance

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Abstract

Employee task performance is vital for the organization. However, many employees, including those in financial, trade, service, and investment industry companies in Indonesia, still need help to complete their duties optimally. It is a crucial problem that requires an immediate solution. Therefore, this study estimates how creativity and interpersonal skills influence task performance mediated by proactive work behavior (PWB). Survey data obtained via questionnaires on the Likert scale from 425 employees of Indonesian private enterprises and analyzed using structural equation modeling based on Partial Least Square (SEM-PLS) show that employees with high creativity and interpersonal skills exhibit greater PWB and task performance. This study also found the mediating role of PWB between interpersonal skills and creativity with task performance. These findings promote the novelty of underlining the role of creativity and interpersonal skills in driving increased task performance among employees through the mediating mechanism of PWB, thereby inspiring and encouraging its practical application in organizational practice. It also provides new insights that stimulate researchers to conduct further research by carefully and critically adopting or adapting genuine evidence without ignoring its limitations.

Keywords: Creativity; interpersonal skills; proactive work behaviour; task performance.

1. Introduction

Employee performance has been identified as a significant primary focus of organizations (Wolor et al., 2022). It is related to the vitality of employee performance for the organization. Research indicates that the performance of employees has a beneficial effect on the efficacy, performance, and competitiveness of an organization. (Kauppila et al., 2018; Hirst et al., 2018; Fahmi et al., 2019). Additionally, performance is linked to the activities taken by employees to meet organizational objectives (Aguinis, 2022), which is a tangible example of how employee behavior contributes to the success of the organization (Colquitt et al., 2023). It shows that employee performance, especially task performance, is vital for the organization. Task performance, as defined by Pradhan and Jena (2017), is a component of employee performance that includes behavior-oriented toward fulfilling the primary job responsibilities in the employee's job description. It refers to behavior demonstrated by employees in the workplace that provides results according to the organization's wishes regarding quality and quantity of work and working time (Na-Nan et al., 2018). According to Aguinis (2022), converting raw materials into products or services is a task performance metric that promotes the efficacy and efficiency of organizations. However, in practice, not all employees can complete their tasks according to organizational standards and targets, which then disrupts the process of achieving organizational performance. Employees of Indonesian businesses also exhibit this tendency, particularly those in the consumer goods, commerce, services, finance, and investment sectors in the six provinces of Java Island, which are important hubs for business and industry.

Research shows that creativity, interpersonal skills, and PWB have an impact on task performance. Scholars demonstrated that creativity influences task performance (Pattnaik & Sahoo, 2021). Creativity generates new, original, unique, valuable, and useful ideas, concepts, approaches, strategies, services, or goods. Other studies indicated that interpersonal skills impact task performance (Suci et al., 2022; Gustari & Widodo, 2023). Interpersonal skills are the capability to communicate verbally and non-verbally to build effective social interactions. Furthermore, PWB significantly affects performance (Li, 2020; Pierre et al., 2024), including task performance (Mamak et al., 2023). However, other empirical evidence suggests that creativity and interpersonal skills have an impact on PWB. For example, Gunawan and Widodo (2021) and Juliana et al. (2021) found that creativity influences innovation and innovative behavior as crucial aspects of PWB. Further, Gençer (2019) and Hasan et al. (2020) revealed that interpersonal skills play a positive role in PWB. However, conflicting findings in previous studies have created a gap requiring scientific clarification to prevent confusion among practitioners and academics. For instance, Dai et al. (2024) discovered that creativity does not have a substantial effect on PWB. Other studies indicated that proactive initiative and orientation are significantly related to creativity (Kilic & Gök, 2023; Sumanth et al., 2023). Further, Yu et al. (2023) claim that task interdependence positively impacts employee PWB. Additionally, Ali et al. (2018) and Kueny et al. (2019) revealed that interpersonal skills influence PWB insignificantly. Given this urgency, the objective of this research is to create a novel empirical fit model by examining the influence of interpersonal skills and creativity on employee task performance through the use of the PWB mediation mechanism.

2. Literature Review

2.1 Creativity and Task Performance

The existence of creativity is increasingly taken into account when competition between individuals, groups, and organizations becomes increasingly fierce. It is now imperative to pursue creativity, particularly when it has been empirically demonstrated to have a positive impact on the lives of individuals and organizations. Several previous studies showed a significant impact of employees' creativity on business development, profitability, and organizational performance (Chen et al., 2021; Zhang et al., 2023; Rumanti et al., 2023). It occurs because higher levels of employees' creativity enhance production and performance (Ichdan et al., 2023; Arokiasamy et al., 2022), consisting of the contextual, task, and creative performances (Kaveski & Beuren, 2020; Suryanto et al., 2021; Toyama et al., 2023).

Conceptually, creativity is using the imagination or original ideas (Kirkpatrick, 2023). It generates original and worthwhile concepts (Lee et al., 2020) and reflects valuable and unique ideas (Ilma & Desiana, 2023). According to Green et al. (2023), a generative aim constrains internal attention, which is what drives creativity. There are three criteria in total. Initially, internal attention is focused on mental images. Second, attentional operations (including search and manipulation) are limited to match the specifications of a target state that is still to be reached (regardless of whether the goal is truly accomplished or not). Thirdly, the desired state is not precisely maintained in memory; rather, it is generative. Hence, it included the real-world application of information to generate novel findings (Corazza & Lubart, 2021). Creativity produces something new in concepts, ideas, services, or goods, intending to find practical solutions (Ichdan et al., 2023). Creatively oriented people were more likely to approach tasks and assignments with original thought and problem-solving abilities (Kurniawanti et al., 2023). Its capacity to provide fresh, insightful concepts enabled people to come up with innovative plans and solutions, which ultimately enhanced task performance. Researchers have proposed a number of aspects, including fluency, flexibility, originality, elaboration, and redefinition, to quantify creativity (Guilford, 1950; Widodo & Gunawan, 2021). When these aspects metrics are in good condition, they help motivate workers to complete tasks. Prior studies also indicated that creativity significantly impact on task performance (Chae & Choi, 2018; Pattnaik & Sahoo, 2021; Kurniawanti et al., 2023). As a result, the following formulation of the first hypothesis (H) is possible:

H₁: Creativity directly affects employee task performance.

2.2 Interpersonal Skill and Task Performance

Interpersonal skills are increasingly popular among practitioners as empirical evidence demonstrates their positive contribution to employees and organizations. Previous research shows that interpersonal skills have been proven to influence performance significantly (Suci et al., 2022; Gustari & Widodo, 2023) and work readiness (Indrawati et al., 2023), as well as reducing violence in the workplace (Campos Cornejo et al., 2023). High interpersonal skills can also help to resolve conflicts, create a more positive work atmosphere, and enhance professional connections. These qualities can all contribute to improved collaboration (cooperation) with clients, supervisors (leaders), and coworkers. (van Rensburg & Goede, 2020; Beenen et al., 2021). Additionally, it is also essential to increase work readiness, which can increase success in the workplace (Indrawati et al., 2023). Interpersonal skills are also necessary for individual career growth and success, employability, and organizational and managerial effectiveness (Tyson, 2020; Ekeruche & Echedom, 2023). In level managers, interpersonal skills predict employee work attitudes and performance, and managers who go beyond personality traits and leader-member exchange (Beenen et al., 2021). Effective communication, as a fundamental aspect of interpersonal skills, drives career success (Jaedun et al., 2024).

According to Jaedun et al. (2024), interpersonal skills are a collection of competencies that allow people to collaborate and connect productively with others. It demonstrates fluency in speech, affective expression, persuasion, acceptance and understanding, positive expectations and hopes, empathy, and teamwork (Santos et al., 2023). As a result, the taxonomy of interpersonal skills includes the following essential aspects: effectively communicating, listening, sharing, defending, and exchanging knowledge; negotiating with people of different backgrounds; comprehending group dynamics; working with colleagues; and exhibiting motivation and empathy (Candy et al., 1994; Birkett, 1993). These aspects, if owned by employees at a high level, can encourage their performance. This is in accordance with scholars' findings that interpersonal skills have been proven to significantly affect performance (Rahim et al., 2020; Suci et al., 2022; Gustari & Widodo, 2023). Specifically, Santos et al. (2023) also prove that interpersonal skills provide a significant contribution to effectiveness as a proxy of task performance. Consequently, the subsequent hypothesis that may be put forth is as follows:

H₂: Interpersonal skills directly affects employee task performance.

2.3 PWB and Task Performance

Studies on PWB have recently become more widespread because there is empirical evidence showing that PWB makes a positive contribution to the lives of individuals (employees), which has the potential to benefit the organization. For example, PWB proved that it positively impacts daily work meaningfulness and life satisfaction (Fay et al., 2023; Ashfaq et al., 2023). Additionally, the existence of PWB also encourages employees to do their work better and more effectively, thereby creating increased organizational effectiveness (Mumpuni & Handayani, 2024). PWB is the proactive actions of employees at work and how they adapt to actual workplace conditions. It includes self-initiative, anticipatory, and proactive actions, such as leading, conveying ideas, innovating, and preventing the emergence of new problems (Boonyarit, 2023). Positive change at work and creating new opportunities reflects PWB (Cai et al., 2019; Zheng et al., 2020). Li (2020) stated that PWB includes two traits, namely consciously adjusting the surroundings of employees and engaging in deliberate action planning, consisting of deciding on, modifying, and achieving intended outcome. PWB comprises workplace efforts and behaviors starting with an individual and adopted by other staff members to overcome obstacles and achieve objectives (Hou & Huang, 2021). PWB aims to take responsibility and change the workplace (Mumpuni & Handayani, 2024). Four indicators of PWB are individual innovation, problem prevention, voice, and taking charge (Parker & Collins, 2010). Workers can improve their performance if they possess these indicators to a high degree. It is

linked with previous relevant research results, proving that PWB significantly affects performance (Ying et al., 2022; Nkirote & Ngure, 2023; Li, 2020; Pierre et al., 2024). Furthermore, additional research indicates that individuals with proactive personalities are more likely to excel in their tasks (Mamak et al., 2023; Zhang et al., 2022). Thus, the following could be the third hypothesis formulated:

H₃: PWB directly affects employee task performance.

2.4 Creativity and PWB

Empirically, PWB not only influences task performance but also has the potential to be influenced by creativity. Although it is still a challenge to find specific research results regarding the causal relationship between creativity and PWB, empirical evidence shows that creativity affects PWB. For example, the study of Asbari et al. (2021) and Juliana et al. (2021) shows that creativity influences innovation as a crucial aspect of PWB. Concurrently, other studies' findings indicated a strong correlation between creativity and innovative behavior as the core of PWB (Hussain & Wahab, 2021; Gunawan & Widodo, 2021; AlMazrouei et al., 2023). This empirical fact shows that creativity has the potential to be an essential determinant of PWB. Therefore, the following fourth hypothesis can promote:

H₄: Creativity directly affects employees' PWB.

2.5 Interpersonal Skills and PWB

PWB also has the potential to be influenced by interpersonal skills. An empirical investigation has revealed a connection between interpersonal skills and PWB. For example, Fischer et al. (2019) demonstrated that intrinsic motivation as a proxy for interpersonal skills significantly impacts PWB. Then, Hasan et al. (2020) revealed that interpersonal skills in team dynamics positively contribute to innovation as a proxy for PWB. In addition, Gençer (2019) found a significant influence of interpersonal skill-group dynamics on PWB. Recent research results also indicate that knowledge sharing as a part of interpersonal skills encourages innovative work behavior as an essential content of PWB (Islam et al., 2024). These results highlight the significance of more research on the connection between interpersonal skills and PWB. Consequently, the fifth hypothesis can be articulated as follows:

H₅: Interpersonal skills directly affects employees' PWB.

2.6 Mediation Role of PWB

The results of previous research cited above show that PWB apart from influencing task performance (Ying et al., 2022; Nkirote & Ngure, 2023; Li, 2020; Pierre et al., 2024; Mamak et al., 2023), is also influenced by creativity (Asbari et al., 2021; Juliana et al., 2021; Hussain & Wahab, 2021; Gunawan & Widodo, 2021; AlMazrouei et al., 2023) and interpersonal skills (Fischer et al., 2019; Hasan et al., 2020; Gençer, 2019; Islam et al., 2024). These empirical findings indicate that PWB potentially mediates the impact of creativity and interpersonal skills on task performance. Nevertheless, it has been challenging to identify research findings that specifically investigate the mediating role of PWB in the context of the causal relationship between task performance and creativity and interpersonal skills. Consequently, it is imperative to investigate and verify this in order to identify novel empirical models that can be employed to enhance the performance of employee tasks. Hence, to approve it, the following research hypothesis can be proposed:

H₆: Creativity indirectly affects employee task performance via PWB.

H₇: Interpersonal skill indirectly affects employee task performance via PWB.

1

3. Research Methods

3.1 Participants

The research participants (sample) were 425 employees of privately owned (non-governmental) companies in Indonesia. They work in companies in the industrial sector, including consumer goods, trade, services, finance, and investment in six provinces on the island of Java - Banten, DKI Jakarta, West Java, Central Java, East Java, and Yogyakarta - as the central area the largest industry and business in Indonesia. They were selected by accidental sampling based on their willingness to fill out a questionnaire and agree to the information (data) provided being used as research data and scientific publications without receiving compensation (Widodo, 2021). The majority of their demographic composition is female (57.5%), aged between 20 and 25 years (56.7%), high school education or equivalent (47.5%), single (64.4%), has work experience of less than five years (62.5%), held a staff position (70.5%), and had permanent employee status (52.3%).

3.2 Procedure and Materials

This study employs a survey method in conjunction with a quantitative approach intended to validate and support the hypothesis (Hair et al., 2021). In order to conduct the poll, a Likert scale questionnaire with five response options—from strongly disagree/never (score=1) to agree/always strongly (score=5)—was distributed. Google Forms, which can be shared via email and WhatsApp, was used to conduct the online survey. A questionnaire was developed by researchers using the theoretical markers of expertise. The following were examples of creativity indicators: originality (Orig), elaboration (Elab), redefinition (Rede), fluency (Flue), flexibility (Flex), and elaboration (Elab) (Guilford, 1950; Widodo & Gunawan, 2021). Indicators of interpersonal skills included the following: understanding group dynamics and working with colleagues (UGDC), transferring and receiving knowledge (TRK), negotiating with people from diverse backgrounds (NPD), listening effectively (LE), presenting, discussing, and defending views (PDDV), communicating in written and oral format (CWOFF), and being empathetic and motivated (EM) (Candy et al., 1994; Birkett, 1993). For PWB, indicators consist of problem prevention (PP), individual innovation (Inin), voice (Voi), and taking charge (TC) (Parker & Collins, 2010). Finally, task performance indicators cover enhancing organizational efficiency (EOE), improving organizational effectiveness (IOE), and transforming organizational resources into goods or services (TOR) (Aguinis, 2022). The ten items in the creativity questionnaire have an alpha coefficient (AC) of 0.838 and a corrected item-total correlation coefficient (CI-TCC) that ranges from 0.426 to 0.779. There are fourteen items in the interpersonal skills category, with scores ranging from 0.404 to 0.796 and an AC of 0.838. The twelve items that make up the PWB have an AC of 0.907 and scores that range from 0.493 to 0.875. Lastly, there are nine items in the task performance section, with scores ranging from 0.459 to 0.788 and an AC of 0.820. Since every variable has an AC > .70 and every item has a CI-TCC score > .361, all variables are valid and reliable (Widodo, 2021).

3.3 Data Analysis

Testing the data's validity and reliability comes first in data analysis, followed by descriptive and correlational analysis. At this point, the analysis was done with the SPSS version 22 program. Measuring variables (constructs) was the next step in data analysis. Model appropriateness testing and hypothesis testing utilizing structural equation model analysis based on partial least squares (SEM-PLS) were then performed, with the SmartPLS 4 application handling the data.

4. Results

4.1 Descriptive and Correlational Analysis

The results of the descriptive and correlational analyses are shown in Table 1. The mean values, which typically range from 33.88 to 52.50, are larger than the standard deviation (SD), which has a range of 7.218 to 9.907 values. As a result, it offers a respectable summary of the facts and merits more research. The results of the correlation analysis between the variables are jointly significant at $p < 0.01$ and fall within the range of correlation coefficient values of 0.362-0.731. It demonstrates the

interdependence of every variable on every other variable. The correlation coefficient value amongst the variables is less than 0.8 overall. It suggests that the phenomena of multicollinearity do not exist.

Variables	Mean	SD	1	2	3	4
Creativity	38.33	7.218	1.00			
Interpersonal Skill	52.50	9.907	0.362**	1.00		
PWB	48.43	6.265	0.514**	0.616**	1.00	
Task Performace	33.88	6.354	0.498**	0.731**	0.668**	1.00

Table 1. Descriptive and Correlation Analysis

** p < 0.01

4.1 Measurement Model

The correlation between item and construct scores, determined using SmratPLS 4, is used to evaluate the convergent validity of the measuring model using reflecting indicators. According to Hair et al. (2021), the loading factor value should ideally be more than 0.7 to evaluate convergent validity. Table 2 demonstrates that the variable indicators' total loading factor is more than 0.7. It is approved for usage with the model. Construct reliability (CR), Cronbach's Alpha (CA), and average variance extracted (AVE) values can be used to assess the construct's or variable's dependability. All variables generally show excellent convergence and good reliability, with CR and CA values greater than 0.70 and AVE greater than 0.50 (Hair et al., 2021). It implies that every indicator can quantify or depict the variables.

Constructs	Indicators	Factor Loading	CR	CA	AVE
Creativity (X ₁)	X _{1.1} : Flue	0.767	0.892	0.848	0.623
	X _{1.2} : Flex	0.769			
	X _{1.3} : Orig	0.830			
	X _{1.4} : Elab	0.856			
	X _{1.5} : Rede	0.718			
Interpersonal Skill (X ₂)	X _{2.1} : LE	0.869	0.947	0.935	0.720
	X _{2.2} : PDDV	0.810			
	X _{2.3} : TRK	0.884			
	X _{2.4} : NPD	0.852			
	X _{2.5} : UGDC	0.854			
	X _{2.6} : CWOFF	0.858			
	X _{2.7} : EM	0.809			
PWB (Y ₁)	Y _{1.1} : TC	0.835	0.875	0.813	0.637
	Y _{1.2} : Voi	0.805			
	Y _{1.3} : PP	0.834			
	Y _{1.4} : Inin	0.711			
Task Performance (Y ₂)	Y _{2.1} : TOR	0.876	0.925	0.878	0.804
	Y _{2.2} : IOE	0.921			
	Y _{2.3} : EOE	0.893			

Table 2. Construct Reliability and Validity Results

4.2 Goodness of Fit Model

Three test models were used to evaluate the fit model in this study: Chi-Square, standardized root mean square residual (SRMR), and normal fit index (NFI). If the NFI number is near 1, it indicates that the data fits. The value ranges from 0 to 1. If the Chi-Square value is more than 0.9, the model can be approved (Schuberth et al., 2023). In the meantime, Hair et al. (2021) declared that if the

SRMR value is less than or equal to 0.08, the model would be deemed to have a satisfactory fit. The model in this study has a strong fit, according to the findings of the model fit test, since it has an NFI (0.764) near 1, an SRMR value of 0.07, and a Chi-Square (1474)>0.9.

4.3 Hypothesis Testing

All of the hypotheses, H₁ through H₇, are significantly (supported), as shown in Figure 1 and summarized in Table 3, with t value > t table for a sample of 425 employees = 1.96 at p values = 0.01. In detail, creativity, interpersonal skill, and PWB affect task performance, with path coefficients: $\gamma=0.173$, $\gamma=0.487$, and $\beta=0.285$ at $p < 0.01$. Additionally, creativity and interpersonal skills have an effect on PWB, with path coefficients $\gamma=0.337$ and $\gamma=0.511$ at $p < 0.01$. Finally, creativity and interpersonal skills impact task performance through PWB, with path coefficients $\beta=0.096$ and $\beta=0.1456$ at $p < 0.01$. Compared to creativity and interpersonal skills, PWB has a greater impact on task performance. However, interpersonal skills have a more solid impact on PWB and task performance than creativity. Under these conditions, interpersonal skills have a more dominant indirect (mediation) influence on task performance than creativity. Hence, interpersonal skills require greater attention than creativity.

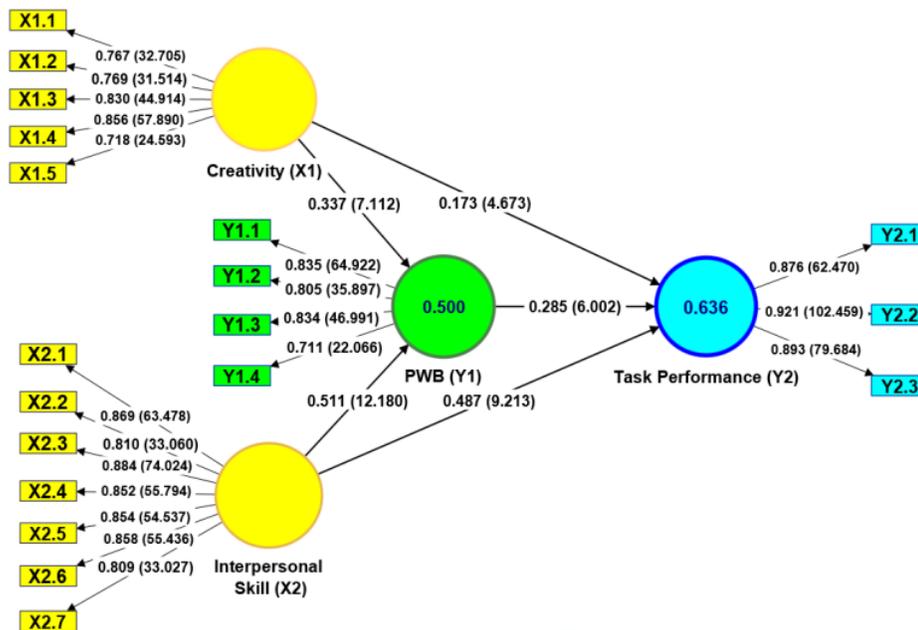


Figure 1. Path Coefficient and T value results

Hypothesis	β/γ	T value	P values	Decision
H ₁ : Creativity → Task Performance	0.173	4.673	0.000	Supported
H ₂ : Interpersonal Skill → Task Performance	0.487	9.213	0.000	Supported
H ₃ : PWB → Task Performance	0.285	6.002	0.000	Supported
H ₄ : Creativity → PWB	0.337	7.112	0.000	Supported
H ₅ : Interpersonal Skill → PWB	0.511	12.180	0.000	Supported
H ₆ : Creativity → PWB → Task Performance	0.096	3.939	0.000	Supported
H ₇ : Interpersonal Skill → PWB → Task Performance	0.146	6.588	0.000	Supported

Table 3. Hypothesis Testing Results

Additionally, this research showed that creativity and interpersonal skills accounted for 0.500 of the difference in PWB. It demonstrates that creativity and interpersonal skills account for 50% of PWB, with the remaining 50% being driven by variables not examined in this study. In the meantime, 0.636 is the percentage of task performance variance that may be accounted for by creativity, interpersonal skills, and PWB. It indicated that creativity, interpersonal skills, and PWB account for 63.6% of task performance, with other elements not covered in this study remaining at 36.4%. The magnitude of the influence of both is categorized as moderate (Hair et al., 2021).

5. Discussion

In general, this study found that creativity, interpersonal skills, and PWB influence employee task performance; creativity and interpersonal skills positively impact employee PWB; and creativity and interpersonal skills influence employee task performance mediated by PWB. In detail, it can be explained that creativity's positive and significant influence on task performance contains the connotation that if employee creativity is increased, their task performance will be better. It also means that creativity is a predisposition that determines the level of employee task performance. For instance, employee initiatives to enhance fluency, adaptability, and elaboration can help workers raise the effectiveness and efficiency of the company. These findings are consistent with earlier studies that demonstrate the significant impact of creativity on task performance (Chae & Choi, 2018; Pattnaik & Sahoo, 2021; Kurniawanti et al., 2023) and contradict the research findings of Yu et al. (2023), which showed that task interdependence positively impacts employee PWB.

Another finding is that employees' task performance can be enhanced by developing their interpersonal skills, as these skills have a favorable and significant impact on task performance. This empirical finding demonstrates how well employees perform on tasks when they have strong interpersonal skills. Employees have the ability to efficiently and successfully transform organizational (business) resources into products and services when they possess the ability to share and receive knowledge, comprehend group dynamics, and work well with colleagues. This result is consistent with other research showing that interpersonal skills have a major impact on task performance (Suci et al., 2022; Gustari & Widodo, 2023; Santos et al., 2023).

Furthermore, PWB has a favorable and noteworthy effect on task performance, offering particular knowledge that PWB can depend on to enhance worker task performance. It, like creativity and interpersonal skills, also shows the strategic position of PWB as an essential factor that determines employee task performance. As an implication, company management can raise employee PWB, for example, by encouraging and persuading employees to be more courageous in taking over neglected work, conveying opinions, suggestions, or criticism, and giving employees the freedom to innovate; they will benefit from the employee's ability to change resources organization (company) to produce products/services efficiently and effectively and of superior quality. This result is in line with earlier studies' findings that PWB significantly affects performance, including task performance in employees (Ying et al., 2022; Nkirote & Ngure, 2023; Pierre et al., 2024; Mamak et al., 2023) and rejected the results of the investigation by Yu et al. (2023) that task interdependence impacts PWB. There is, therefore, no disagreement about the connection between PWB and task performance.

The findings further highlight creativity's positive and significant influence on employees' PWB, indicating that creativity is a crucial antecedent to PWB. The positive impact describes improvements in creativity that can increase PWB. For example, strengthening elaboration, flexibility, and originality can inspire and spur employees to innovate, which ultimately positively contributes to company performance and competitiveness. These findings support earlier studies' conclusions that creativity significantly affects PWB (Asbari et al., 2021; Hussain & Wahab, 2021; Kim, 2020; Gunawan & Widodo, 2021; Juliana et al., 2021; AlMazrouei et al., 2023) and negates conflicting studies that creativity has no significant impact on PWB, and proactive initiative and orientation affect creativity (Dai et al., 2024; Kilic & Gök, 2023; Sumanth et al., 2023). Therefore, there is no need to doubt the position of creativity as an essential predictor of PWB.

This study further highlights the significant influence of interpersonal skills on employees' PWB, thereby making interpersonal skills a crucial determinant of PWB. As with creativity, this influence is positive, indicating that improving interpersonal skills can potentially increase employee PWB. For example, employees who are actively involved in group dynamics and can collaborate with other parties tend to more easily offer creative solutions to problems that arise in the workplace and are proactive in preventing the emergence of new problems. Likewise, employees with high motivation and empathy also tend to be braver and more agile in taking over the work/tasks of other workers who are neglected voluntarily. These results align with earlier research that demonstrated the critical role interpersonal skills play for PWB (Gençer, 2019; Hasan et al., 2020; Fischer et al., 2019; Islam et al., 2024) and refute the findings of Ali et al. (2018) and Kueny et al. (2019) that interpersonal skills have no significant effect on PWB.

Finally, this research delves into the pivotal function of PWB in serving as a mediator between the impact of creativity and interpersonal skills on employee task performance. These findings are consistent with prior studies used as the basis for developing hypotheses and theoretical research models, negating contradictory research results, and confirming a new empirical model about the role of PWB in mediating the influence of creativity and interpersonal skills on employee task performance. However, interpersonal skills have a more dominant mediating influence on employee task performance than creativity. It is inherent to the direct impact of interpersonal skills on PWB that outweighs creativity. As a consequence, the development of employees' interpersonal skills needs to receive greater attention than creativity. These findings provide theoretical contributions to advancing the study of task performance within the frameworks of organizational behavior, HRM, and industrial/organizational psychology. Apart from that, these findings also offer practical implications for companies – in the consumer goods, trade, services, finance, and investment industrial sectors, which are not only limited to Indonesia – who want to improve employee task performance by utilizing the potential for creativity, interpersonal skills, and PWB. In this context, encouraging and facilitating employees to actively participate in training activities or workshops that focus on these three variables, whether internally or externally, can provide strategic benefits for employees and the company. Intense and massive support for creativity literacy, interpersonal skills, and PWB can enrich employees' understanding and skills in these areas. Therefore, a thorough, in-depth, and detailed discussion of the findings of this research is very important for practitioners, academics, and researchers to gain more meaningful insights and benefits.

6. Conclusion

In conclusion, this research presents substantial empirical evidence, which shows that creative employees with high interpersonal skills not only directly increase PWB and task performance but indirectly influence task performance mediated by PWB. Interpersonal skills have a greater direct and indirect influence than creativity. Consequently, developing employees' interpersonal skills needs to be prioritized over creativity. Despite the need for careful extrapolation due to the limited sample, the documented mediation pathways have theoretical and practical significance. Future research in various sectors, considering adding data sources and relevant variables and indicators, has the potential to increase understanding of the positive impact of important individual (employee) strengths beyond the results of this research, which serves as a significant enrichment beneficial for organizational progress. In addition, company leaders need to consider conducting extensive training programs in creativity, interpersonal skills, and PWB led by expert instructors as a strategy to build employee task performance. It is a proactive strategy that is very important to maintain the organization's (company's) success and prepare itself to face challenges, competition, and uncertainty in the future, which are increasingly massive and difficult to predict.

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Prep. You may be using the wrong preposition.



Article Error You may need to remove this article.



Missing "," You may need to place a comma after this word.



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Article Error You may need to use an article before this word.



Possessive This word may be a plural noun and may not need an apostrophe.



Possessive This word may be a plural noun and may not need an apostrophe.

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