

## BRIDGING TRAINING AND LEADERSHIP: A SYSTEMATIC REVIEW OF CREATIVE SELF-EFFICACY AND SUSTAINABLE PERFORMANCE

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**Abstract.** In the era of digital transformation and the global pursuit of net-zero emissions, organizations are increasingly required to embed sustainability principles into their core strategies. This systematic literature review (SLR) explores the influence of sustainability training and entrepreneurial leadership on sustainability performance, with creative self-efficacy as a mediating variable and innovation work behaviour as a moderator. The findings indicate that sustainability training is a strategic mechanism to enhance green capabilities, although its effectiveness is often constrained by limited resources and cultural resistance, particularly in small and medium enterprises (SMEs). Entrepreneurial leadership emerges as a critical driver of innovative strategies that align business opportunities with the Sustainable Development Goals (SDGs). Creative self-efficacy is consistently identified as a psychological bridge linking training and leadership with sustainable performance, while innovation work behaviour demonstrates a contextual moderating role, reinforcing outcomes in organizations with supportive innovation climates. However, the literature remains fragmented, dominated by cross-sectional quantitative studies and biased towards developed countries. This review contributes by synthesizing dispersed findings an integrative framework, mapping research trends, and identifying conceptual, methodological, and contextual gaps. The study offers theoretical contributions for leadership and sustainability models, practical insights for policymakers and practitioners, and a roadmap for future interdisciplinary research

**Keywords:** Sustainability Training, Entrepreneurial Leadership, Creative Self-Efficacy, Sustainability Performance, SLR

### I. INTRODUCTION

In the era of global digital transformation and the increasing urgency of the energy transition towards net-zero emissions, organizations worldwide are being compelled to integrate sustainability principles into their core strategies through literacy and adaptive leadership capabilities [1]. At this juncture, two approaches namely sustainability training and entrepreneurial leadership emerge as pivotal pillars in driving organizational sustainability performance aligned with global agendas such as the SDGs and net-zero [2]. Furthermore, recent literature underscores that creative self-efficacy plays a central mediating role in enhancing innovation work behaviour, thereby supporting sustainable practices (Chen & Zhang, 2024). Beyond this, innovation work behaviour may function as a moderating variable that strengthens the influence of leadership and sustainability training on organizational performance [3]. This, this study addresses a critical need to bridge theoretical and practical gaps in sustainability management and organizational innovation literature.

Although the urgency of sustainability training and entrepreneurial leadership has been increasingly recognized, their development and implementation across organizational contexts still face significant challenges. Prior research reveals that sustainability training approaches are often fragmented,

lack systematic integration with organizational needs, and encounter cultural resistance as well as resource constraints [4]. On the other hand, entrepreneurial leadership is frequently shaped by local contexts, levels of digitalization, and innovation ecosystem support, resulting in varied outcomes across industries and nations [5]. The complexity is further heightened when psychological variables such as creative self-efficacy are positioned as mediators, as this factor is influenced by individual dynamics, organizational culture, and social expectations [6]. Moreover, studies examining innovation work behaviour as a moderator remain limited, even though such behaviour is essential in linking training and leadership to sustainable performance [7]. Nevertheless, future research opportunities are promising, particularly through the integration of digital technologies, energy transition policies, and the SDG agenda that demand organizations to develop innovation-based and transformative leadership strategies [8].

To date, the literature on sustainability training and entrepreneurial leadership has demonstrated significant contributions to improving organizational performance, particularly with regard to environmental and social orientations [9]. Prior studies have highlighted the importance of sustainability training in building green capabilities, as well as the role of entrepreneurial leadership in facilitating

organizational innovation [4]. However, research integrating creative self-efficacy as a mediator within this relationship remains relatively limited, with most studies tending to focus on leadership or training factors in isolation Newman 2018 dalam [6]. Furthermore, the role of innovation work behaviour as a moderating variable in explaining heterogeneous outcomes of sustainability training and leadership implementation has not been systematically explored [5]. Despite the growth of publications over the past decade, there has been no comprehensive synthesis comparing findings across regions, research methods, or industry contexts. Consequently, there is a significant opportunity to conduct a systematic literature review that not only maps research trends but also bridges conceptual and practical gaps in the interplay among sustainability, leadership, and innovative behaviour.

Given the fragmented development of literature, conducting a systematic literature review (SLR) on the influence of sustainability training and entrepreneurial leadership on sustainability performance while incorporating creative self-efficacy as a mediator and innovation work behaviour as a moderator becomes increasingly urgent. This review is crucial as it provides a comprehensive synthesis of studies across diverse contexts, while identifying patterns, divergences, and limitations in existing research [10]. For researchers, this SLR offers a roadmap for future research through the identification of conceptual and methodological gaps [11]. For practitioners and business actors, whether SMEs or corporations, this review provides insights to design more effective sustainability training and entrepreneurial leadership strategies [4]. Meanwhile, for policymakers, the findings serve as a foundation for formulating policies related to the SDGs, the energy transition, and inclusive economic development [8]. Accordingly, this article contributes to strengthening theoretical frameworks, providing evidence-based insights for policy, and offering a more directed research agenda to support organizational sustainability in the digital era. Meanwhile, for policymakers, the findings serve as a foundation for formulating policies related to the SDGs, the energy transition, and inclusive economic development [10]. Accordingly, this article contributes to strengthening theoretical frameworks, providing evidence-based insights for policy, and offering a more directed research agenda to support organizational sustainability in the digital era.

## II. RESEARCH METHODS

This study adopts a Systematic Literature Review (SLR) guided by the PRISMA protocol because it offers a transparent, replicable, and rigorous approach to synthesizing research evidence. Unlike traditional narrative reviews, which may be prone to selection bias, PRISMA ensures a structured process of identification, screening, eligibility assessment, and inclusion, thereby improving the reliability and validity of the review outcomes. The use of PRISMA also enables the mapping of publication trends, methodological patterns, and research gaps in a way that is both comprehensive and evidence-based, which is crucial in fast-growing fields such as sustainability and leadership studies. To systematically capture

relevant studies, a Boolean search strategy was employed across major scientific databases. The Boolean query was carefully designed as follows: ("sustainability training" OR "green training" OR "environmental training" OR "training for sustainability") AND ("entrepreneurial leadership" OR "entrepreneurial behavior" OR "entrepreneurial orientation" OR "leadership in SMEs") AND ("sustainability performance" OR "sustainable performance" OR "environmental performance" OR "triple bottom line") AND ("micro small medium enterprise" OR MSME OR SME OR UMKM) AND ("disability inclusion" OR "disabled entrepreneurs" OR "inclusive enterprise" OR "entrepreneurs with disabilities" OR "disability-led business") This search string integrates four core constructs sustainability training, entrepreneurial leadership, creative self-efficacy, and sustainability performance while including synonyms and variations to maximize recall and minimize omission of relevant studies. The use of Boolean operators OR and AND ensures a balance between sensitivity (capturing all potential relevant articles) and specificity (focusing on studies directly linked to the research questions).

**RQ1:** How does sustainability training shape organizational capabilities in achieving sustainability performance, and what are the main challenges in its implementation across different sectors and national contexts?

**RQ2:** To what extent does entrepreneurial leadership contribute to improving sustainability performance through innovation orientation and sustainability strategies within organizations?

**RQ3:** How does creative self-efficacy function as a mediating variable in the relationship between sustainability training, entrepreneurial leadership, and sustainability performance?

**RQ4:** What conceptual, methodological, and contextual gaps remain in the literature concerning the relationships among sustainability training, entrepreneurial leadership, creative self-efficacy, innovation work behaviour, and sustainability performance, and how should future research be directed to address them?

By combining the PRISMA protocol with a targeted Boolean search, this review establishes a robust methodological foundation to synthesize fragmented knowledge, identify theoretical and methodological gaps, and propose a more integrative framework that connects training, leadership, psychological mechanisms, and innovative behaviour to sustainability performance.

Findings Based on Research Questions, Sustainability Training and Its Impact on Sustainability Performance (RQ1), The literature highlights that sustainability training plays a vital role in enhancing green competencies and environmental awareness at both individual and organizational levels. Several studies stress that its effectiveness depends largely on managerial support, integration into organizational strategy, and industry context [4]. However, challenges remain, such as limited resources, cultural resistance, and implementation gaps between large corporations and SMEs [12]. Entrepreneurial Leadership and Sustainability Performance (RQ2), Previous research consistently shows that entrepreneurial leadership enhances sustainability performance by strengthening innovation orientation and exploiting sustainability-driven business opportunities [13]. This role has become increasingly

significant in the digital era, as entrepreneurial leaders demonstrate greater adaptability in managing change and creating value aligned with the SDGs [14]. Nonetheless, most studies remain concentrated on large corporations, while SMEs are still underexplored. Creative Self-Efficacy as a Mediating Variable (RQ3), The literature affirms that creative self-efficacy is an important psychological factor mediating the relationship between sustainability training, entrepreneurial leadership, and sustainability performance [6].

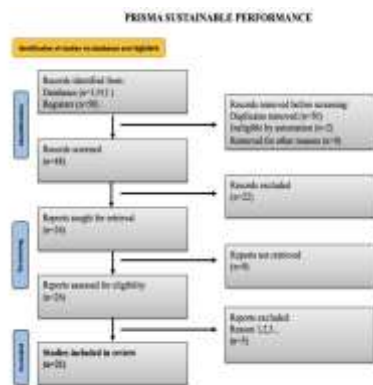


Figure 1 : Research Methods

Individuals with higher levels of creative self-efficacy are more capable of generating innovative ideas and translating them into sustainability practices. Yet, most research continues to focus primarily on the individual level without adequately considering collective dynamics within organizations [8]. Conceptual, Methodological Gaps, and Future Research Directions (RQ5), Although research on sustainability training, leadership, and innovation has grown, the literature still shows limitations in integrating models that simultaneously account for both mediation and moderation [11]. Moreover, most studies are concentrated in developed countries, while emerging regions such as Southeast Asia, Africa, and Latin America remain underexplored. Methodologically, the field is dominated by survey-based quantitative approaches, with longitudinal and mixed-method studies rarely employed [15]. This gap highlights significant opportunities for future research to formulate new conceptual frameworks that are both holistic and contextually grounded.

### III. RESULT AND DISCUSSION

#### A. Result

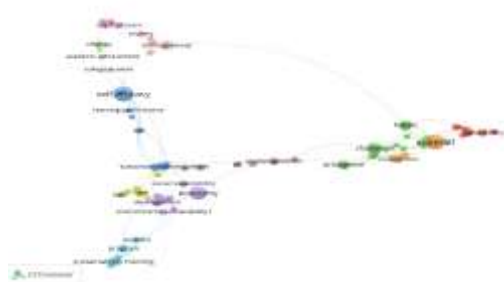


Figure 2: Bibliometrik VOSviewer

The blue cluster is dominated by the term self-efficacy, which is strongly linked to learning performance and academic achievement. This shows that self-efficacy has often been studied in the context of education and psychology, with a focus on how it improves individual capability and outcomes. The yellow cluster highlights sustainability training together with terms such as program and case development. This indicates that training is usually explored as a structured intervention to develop environmental awareness and green competencies that support sustainable development. The purple cluster focuses on economy and social responsibility, connected to sustainable development. This suggests that corporate social responsibility and economic growth are central aspects of sustainability discussions. On the other side, the green and orange clusters include material, production, challenge, and future, which reflect sustainability issues in industrial and technological contexts, such as construction and resource efficiency. Smaller clusters connect entrepreneur with competency and ESG disclosure, emphasizing the role of entrepreneurial leadership and governance. Overall, the map demonstrates that sustainability research is fragmented but interlinked, combining psychological, organizational, and technological dimensions to explain sustainability performance.

The Relevance of Sustainability Training to Sustainability Performance (RQ1), The literature consistently shows that sustainability training has a positive impact on green capabilities and sustainability performance. Interestingly, the influence is not uniform across sectors—large corporations tend to integrate training into corporate strategies, while SMEs are often constrained by financial and infrastructural limitations. This pattern indicates a capacity gap that needs to be bridged through more inclusive and digitally based training designs. The key implication is that training is not merely a technical activity, but a strategic instrument to reduce sustainability disparities across different types of organizations. Entrepreneurial Leadership as a Catalyst for Sustainability Performance (RQ2), The findings highlight that entrepreneurial leadership acts as a catalyst linking business opportunities with sustainability agendas. However, the emerging trend shows that such leadership is more effective in industries undergoing rapid technological change. This suggests that entrepreneurial leadership is not just an alternative leadership style, but a strategic competence that is highly relevant in the context of energy transition and digitalization. The implication is that the development of entrepreneurial leadership should be prioritized within SDG policy agendas. The Strategic Role of Creative Self-Efficacy (RQ3), Uniquely, the literature demonstrates that creative self-efficacy consistently serves as a psychological mechanism bridging training and leadership with sustainability performance. Yet, an unusual trend is the research focus that remains largely at the individual level. In sustainability contexts, however, collective creativity is often more decisive. The implication of this pattern is that individual psychology must be connected to organizational dynamics, and future research should therefore explore creative self-efficacy at the team and organizational levels. This finding is important because it opens the way to building more comprehensive cross-level theories. Gaps and Future Research Directions (RQ5), The literature reveals significant progress, yet it remains

dominated by survey-based quantitative studies and research conducted in developed countries. Rarely do we find longitudinal studies, in-depth qualitative approaches, or studies conducted in developing regions. This pattern is important as it points to both geographic and methodological biases in the literature. Consequently, the main contribution of this SLR is to pave the way for cross-context and cross-method research, while also providing a conceptual foundation for developing an integrative framework that connects sustainability training, entrepreneurial leadership, creative psychology, and innovative behaviour.

Figure 3, The statistics illustrate the distribution of publications across years, showing a clear upward trend in research activity. From 2010 onward, there has been steady growth, with notable acceleration after 2018. In 2019, the number of works reached 174, nearly doubling by 2021 with 325, and continuing to rise to 533 in 2023. The peak appears in 2024 with 800 publications, followed closely by 670 in 2025, indicating sustained high interest. Earlier decades, such as the 1980s and 1990s, show minimal contributions, often below 15 per year. This pattern demonstrates the rapid expansion of scholarship in recent years, particularly post-2020. In Figure 3, The bar chart illustrates the most frequently cited authors in the field of sustainability, leadership, and organizational innovation. Jabbour, C.J.C. stands out as the most influential scholar, with more than 50 citations, significantly higher than others. Yusliza, M.Y. and Ateeq, A. follow with around 40 citations each, while Lunke, R.J. and Chiappetta, A.A. also show strong contributions with approximately 25–30 citations. Teixeira, A.A. and Latan, H. contribute notably with over 20 citations. The remaining authors, including Milhem, M., Ramayah, T., Paille, P., Pham, N.T., and others, demonstrate consistent but smaller impacts. Overall, the chart highlights Jabbour's dominant role in shaping this research area.

Comparison with Previous Studies; Overall, the findings of this SLR support earlier trends in the literature that sustainability training plays a key role in driving sustainability performance. This is consistent with the review by [4], which highlighted the role of green HRM in building sustainable capabilities. However, unlike [5], who underscored its relevance in the digital era. Yet, compared with [10], who identified a positive relationship between leadership and social entrepreneurial orientation, this review broadens the perspective by stressing the importance of integrating entrepreneurial leadership with the energy transition and SDG agendas. Regarding psychological variables, the mediating role of creative self-efficacy supports [16],

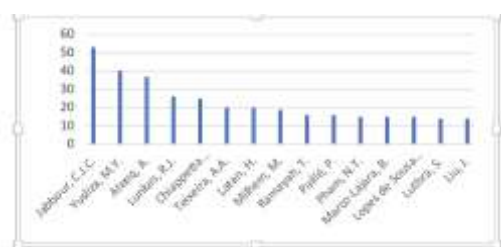


Figure 3: Author category

who found a significant effect of creative efficacy on innovative behaviour. However, in contrast to [6], who emphasized the environmental CSR context, this review shows that creative self-efficacy can be triggered both through training and leadership. Meanwhile, the findings on innovation work behaviour (IWB) as a moderator confirm [7], who found that IWB enhances the effectiveness of leadership in fostering innovation. Yet, this study adds a contextual nuance: IWB proves stronger in innovative organizational climates, a dimension rarely emphasized in previous literature. This difference reveals that innovative behaviour is not a universal variable but depends on organizational climate and structure. Finally, concerning research gaps, this review supports the critiques of [11] that the literature remains biased toward developed countries and quantitative methods. However, this study contributes a new observation: the dominance of research focusing on individual-level variables, while cross-level studies (individual–team–organization) remain rare. This represents an important contribution for future research agendas.

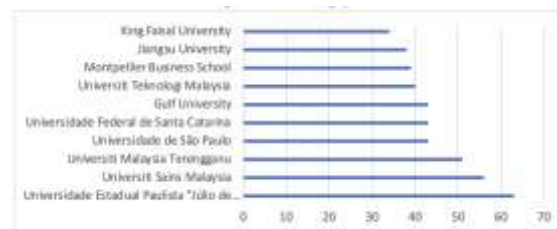


Figure 4: Affiliation category

Figure 4, The chart presents the most productive institutions contributing to sustainability and leadership research. Universidade Estadual Paulista “Júlio de Mesquita Filho” in Brazil leads with nearly 65 publications, highlighting its dominant role in this field. It is followed by Universiti Sains Malaysia with over 55 and Universiti Malaysia Terengganu with just above 50, reflecting Malaysia’s strong academic presence. Other Brazilian universities, such as Universidade de São Paulo and Universidade Federal de Santa Catarina, also contribute significantly with around 40 publications each. Gulf University, Universiti Teknologi Malaysia, and Jiangsu University demonstrate steady outputs, while King Faisal University and Montpellier Business School make notable, though smaller, contributions.

Limitations and Inconsistencies in the Literature; First, several areas remain underexplored in the literature. For instance, most studies highlight the role of sustainability training in large organizations [4], while research focusing on SMEs in developing countries remains limited. Similarly, although creative self-efficacy has been examined at the individual level [6], very few studies explore team or organizational dimensions that could mediate the relationship between training, leadership, and sustainability performance. Second, the literature is dominated by certain methodological approaches, particularly survey-based quantitative designs with cross-sectional data [11]. As a result, there is still limited exploration using longitudinal studies, in-depth qualitative research, or mixed methods capable of capturing long-term dynamics and more complex socio-cultural contexts. For example, only a handful of studies incorporate policy variables

or regulatory interventions in examining the link between entrepreneurial leadership and sustainability performance, despite their relevance to SDGs and the energy transition. Third, inconsistencies are evident across studies, especially regarding the role of innovation work behaviour (IWB). Some studies report IWB as a strong enhancer of the leadership–sustainability performance link [17], while others find its effects weak or insignificant in bureaucratic or control-oriented organizations. This suggests that IWB is not a universal factor but is highly contextual, depending on innovation climate, managerial support, and external regulations.

**Geographic and Regional Variations;** The literature shows clear differences between studies conducted in developed and developing countries. In developed regions such as Western Europe and North America, research on sustainability training and entrepreneurial leadership tends to emphasize strategic and organizational policy approaches, including integration into corporate social responsibility (CSR) and net-zero agendas [4]. These studies often rely on large-scale survey data, quantitative SEM models, and relatively uniform cross-industry designs. In contrast, in developing regions such as South Asia and Southeast Asia, the focus is more on practical implementation within SMEs and resource constraints [18]. Local context influences not only research criteria but also methods. For instance, in Indonesia or Pakistan, studies on creative self-efficacy and innovation work behaviour are more likely to use case studies, in-depth interviews, or small-scale surveys due to data and respondent access limitations [8]. Regional variations are also visible in the sustainability priorities emphasized. Studies in Europe tend to focus on environmental and decarbonization aspects, while research in developing countries highlights socio-economic dimensions such as SME empowerment, job creation, and poverty alleviation through inclusive entrepreneurship [6]. This shows that sustainability is not universal but is shaped strongly by local development agendas and government policy support.

The statistics reveal the global distribution of research contributions across countries. China leads with 613 publications, followed by India with 407 and the United Kingdom with 377, reflecting their strong academic presence in sustainability and leadership studies. Malaysia stands out with 361 contributions, surpassing even the United States at 318, highlighting its growing influence in this field. Pakistan closely follows with 317, while Brazil, Spain, and Australia contribute significantly with 238, 194, and 190 publications respectively. Saudi Arabia and Indonesia also make notable impacts, with 174 and 168 works. Overall, Asia dominates the landscape, underscoring its central role in advancing sustainability research (Figure 5).



Figure 5: country territory category

**Contributions of the Review Synthesis;** First, this review synthesizes new knowledge by linking four main elements sustainability training, entrepreneurial leadership, creative self-efficacy, and innovation work behaviour into a single integrative framework focused on sustainability performance. This synthesis goes beyond earlier studies that tended to examine these variables separately or in partial relationships. Second, this review provides a systematic mapping of research trends across variables, geographic contexts, and methodologies. By adopting a research question-based approach, it offers a comprehensive picture of how the literature has evolved, which regions dominate, and which areas such as SMEs in developing countries remain underexplored. Third, this review fills the gaps left by previous SLRs that focused mainly on green HRM [4], entrepreneurial orientation [10], or CSR-driven innovation [6], without integrating psychological dimensions such as creative self-efficacy and innovative behaviour as mediators or moderators. Hence, this study offers a more complete cross-level perspective. Fourth, this review outlines new directions for future research, highlighting the importance of: (1) expanding studies into developing country contexts, (2) employing longitudinal and mixed-method designs to capture long-term dynamics, (3) examining creative self-efficacy at team and organizational levels, and (4) testing the role of innovation work behaviour under different innovation climates. These directions contribute not only to leadership and sustainability theory but also to policymaking and practice by providing evidence-based guidance for interventions.

#### IV. CONCLUSION

This review makes several important theoretical contributions. First, it strengthens an integrative model by uniting sustainability training, entrepreneurial leadership, creative self-efficacy, innovation work behaviour, and sustainability performance into a more comprehensive framework. Unlike prior studies that treated these variables separately, this synthesis demonstrates how psychological resources and innovative behaviours serve as key bridges and amplifiers for sustainable outcomes. Second, it expands leadership and sustainability theories by positioning sustainability as a core outcome of entrepreneurial leadership, thereby offering a new perspective on sustainable entrepreneurial leadership. Third, the review addresses gaps in previous systematic literature reviews, which tended to emphasize green HRM or CSR-based innovation in isolation, by adopting a cross-level lens that links individual, team, and organizational dynamics in shaping sustainability performance. Finally, the findings lay the groundwork for developing a new conceptual framework that systematically connects training, leadership, psychology, and innovative behaviour to advance SDGs and support the global energy transition. The practical implications of this review highlight several strategic directions. For policymakers, sustainability training emerges as a powerful tool to accelerate environmentally friendly practices, aligning with energy transition policies and net-zero targets. Organizational leaders, especially in SMEs and the energy sector, are encouraged to strengthen entrepreneurial leadership

to drive innovation and adaptability, enhancing both competitiveness and sustainability performance. For energy and industry system designers, embedding innovation work behaviour into organizational culture is essential to amplify the impact of leadership and training. Finally, in developing countries, affordable digital-based sustainability training for SMEs ensures inclusivity and supports sustainable economic growth aligned with the SDGs. The recommendations for future research highlight three key directions. First, methodological advancements are needed to move beyond cross-sectional survey designs, which limit the understanding of long-term dynamics. Employing longitudinal, mixed-method, or experimental approaches, alongside big data analytics, would strengthen causal evidence and capture evolving sustainable behaviours over time. Second, research should broaden its geographic and organizational scope. Current studies remain concentrated in developed economies and large corporations, leaving SMEs in tropical developing regions such as Southeast Asia, Africa, and Latin America underexplored. These contexts, particularly within renewable energy sectors like bioenergy, solar, and micro-hydro, hold unique potential for advancing global sustainability agendas. Third, interdisciplinary integration is essential. While most prior studies are siloed in management, future research should bridge behavioural science, engineering, data science, and policy studies. For example, combining psychological constructs like creative self-efficacy with machine learning and system dynamics can generate more accurate predictions of green innovation outcomes and practical policy insights.

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