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The Role of Innovative Work Behavior in Mediating the Influence of Self-Efficacy and Knowledge Sharing on Employee Productivity in Construction Companies

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Abstract

This study aims to analyze the influence of self-efficacy, knowledge sharing, and innovative work behavior on the work productivity of employees at PT. Real Engineering Star. A quantitative method with the PLS-SEM approach was used, involving 98 respondents from 130 employees. The instrument, a five-point Likert scale questionnaire, met validity and reliability, with a loading factor >0.70 and AVE >0.50. The model test results showed an SRMR of 0.079 and an NFI of 0.702, indicating a good level of fit. The inner model evaluation revealed that self-efficacy and knowledge sharing significantly influenced innovative work behavior and productivity, with an R^2 of 0.755 for productivity and 0.699 for innovative behavior. Innovative work behavior was proven to be a mediator in the relationship between psychological factors and performance. The analysis showed that knowledge sharing had the largest contribution, followed by self-efficacy and innovative behavior. These findings emphasize the importance of psychological and social factors in driving innovation and organizational performance. Practical implications emphasize the development of a culture of knowledge sharing and collaboration to increase productivity and project success.

Keywords: *Self-Efficacy; Knowledge Sharing; Innovative Work Behavior; Employee Productivity.*

INTRODUCTION

In an era of industrialization marked by technological advances and increasing connectivity between regions, construction and industrial engineering companies are facing increasingly complex operational challenges (Herawati et al., 2024). The success of the project no longer depends only on technical sophistication, but also on the readiness of human resources to respond quickly and appropriately to work situations (Putri et al., 2025). The speed of critical decision-making by employees is a determining factor in maintaining the smooth implementation of the project (Utama & Syairudin, 2021). Accuracy and agility in acting greatly affect the effectiveness of time, cost, and work quality management (Irrawati et al., 2023). Employees who are able to make decisions quickly in urgent conditions can prevent operational disruptions that have the potential to cause project delays, while slow responses to field problems can increase the risk of cost overruns and a decrease in the quality of work results (Irrawati et al., 2023).

In addition to individual readiness, the success of a construction project is greatly influenced by the quality of interaction between team members. In a dynamic work environment such as that faced by regional-scale contracting firms, open communication and sharing of experiences are key in accelerating the problem-solving process (Aptarila et al., 2020). When employees exchange information and learn from each other's experiences, they are better prepared to face technical and non-technical challenges during the project (Pandanningrum & Nugraheni, 2021).

PT. Bintang Teknik Nyata, a contractor company located in Sidoarjo, East Java, has demonstrated its commitment to national development through integrated industrial engineering and construction services. With the support of approximately 130 employees and solid professional experience, the company serves a wide range of regional-scale projects that include fabrication and installation of piping systems, infrastructure construction and repair, provision of materials and heavy equipment, recruitment of skilled labor, and mechanical, electrical, and civil work.

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As a company that handles various large and complex projects, PT. Bintang Teknik Nyata relies heavily on work effectiveness and employee productivity in completing every stage of work (Wibowo, 2021). However, in recent periods, the company has experienced a decrease in productivity in the form of instability in the completion of the project results that have been worked on. This instability has an impact on inconsistent work results, which are closely related to factors that cause irregularities and inaccuracies in project execution (Jamal & Ian, 2025). This can be seen from the delay in project completion exceeding the predetermined estimate. These delays not only reduce operational efficiency, but also have the potential to reduce client satisfaction levels and company reputation in the midst of increasingly fierce competition (Jamal & Ian, 2025).

Tabel 1. Rekapitulasi data proyek PT. Bintang Teknik Nyata

No	Project Name	Project Type	Location	Estimated Duration	Actual Completion Period	Project Efficiency Scale	Project Delay Scale
1.	Rehabilitation of Sambibulu Main Road	Road Repair and Maintenance	Sukodono, Sidoarjo	6 Month	6 Month	100,00%	0,00%
2.	Constructuin of 2-Storey District Office Building	Building Construction	Tanggulangin, Sidoarjo	8 Month	8 Month	100,00%	0,00%
3.	Instalation of Urban Drainage System	Drainage Instalation	Waru, Sidoarjo	3 Month	4 Month	75,00%	33.33 %
4.	Revitalization of Traditional Market	Market Renovation and Modernization	Krian, Sidoarjo	8 Month	8 Month	100,00%	0,00%
5.	Construction of Connecting Bridge	Bridge Construction	Balongbendo, Sidoarjo	7 Month	8 Month	87,50%	14,29%
6.	Workers' Low-Cost Apartment (Rusunawa)	Residential Development	Porong, Sidoarjo	8 Month	9 Month	88,89%	12,50%
7.	Installation of Water Treatment System	Clean Water Infrastrukture	Kota Sidoarjo	9 Month	9 Month	100,00%	0,00%

Sumber: Data internal PT. Bintang Teknik Nyata

The identified decrease in productivity encourages the need to evaluate internal factors that affect employee performance. Based on the results of initial unplanned observations, the researcher identified two main factors that contribute to the decrease in productivity, namely the level of employee confidence in decision-making, the level of involvement of employee initiatives in sharing knowledge and providing support to colleagues.

In a study conducted by (Maharani et al., 2024), (Mahawati & Sulistiyani, 2021), and (Dewi, 2023), there is similarity in the findings that individual confidence in self-ability has a positive and significant impact on employee productivity and performance. (Maharani et al., 2024) Highlight the results of statistical tests that show a significant relationship between employee confidence and productivity. (Mahawati & Sulistiyani, 2021) emphasizing that the higher a person's confidence in his or her capacity, the better the work results achieved. On the other hand, (Dewi, 2023) Adding that multiple linear regression analysis shows a significant contribution of self-efficacy to increasing employee productivity. These three findings show that self-efficacy is an important aspect that has been proven to be able to encourage employee performance to be more productive.

Furthermore, the research conducted by (Adriyanto & Prasetyo, 2021), (Khaerana & Mangiwa, 2021), and (Fadila et al., 2022) discuss the impact of knowledge sharing on employee productivity and performance. According to (Adriyanto & Prasetyo, 2021), the practice of information exchange has a positive and significant influence on employee productivity, supported by the value of the path coefficient as well as the level of statistical significance.(Khaerana & Mangiwa, 2021) explained that the better the implementation of the process of sharing insights, the employee performance tends to improve. (Fadila et al., 2022) provide research results that show that increasing knowledge exchange activities has a significant impact on employee work productivity. The three studies confirm that the implementation of information sharing culture is an effective way to improve organizational work results.

From the two groups of findings, it can be concluded that both *self-efficacy* or *Knowledge Sharing* is an important factor that affects the improvement of employee performance and work productivity. Both of these things reflect internal and external aspects of work behavior. Based on

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research (Apriansyah et al., 2022), self-efficacy also shows the psychological drive that the individual has, while *Knowledge Sharing* Reflect the social interactions that take place within the organization (Pandanningrum & Nugraheni, 2021).

On the other hand, research (Mustikawati & Dessyarti, 2024) and (Aryani et al., 2025) provides additional perspectives that help deepen understanding of the relationships between variables. Research (Mustikawati & Dessyarti, 2024) stated that, employee psychological resilience also strengthens the relationship between employee confidence and productivity, while (Aryani et al., 2025) It shows that innovative work behaviors serve as an important mediating variable in the relationship between knowledge sharing and employee productivity. Without innovative work behaviors, the positive impact of knowledge sharing cannot reach its maximum level.

Although previous studies have proven that self-efficacy and knowledge sharing have a positive influence on employee productivity and performance, there are still significant research gaps. Most studies tend to examine the two variables partially and have not integrated them in a single comprehensive model to see the simultaneous influence of both on work productivity. In addition, the role of innovative work behaviors as a mediating variable in the relationship between self-efficacy and knowledge sharing on employee productivity is still limited and has not been extensively explored empirically. This limitation is increasingly evident in the context of the construction industry, especially at the level of regional contracting companies in Indonesia, which has the characteristics of dynamic, stressful work, and demands quick response in decision-making. This research fills this gap by developing an integrated model that not only examines the direct influence of self-efficacy and knowledge sharing on employee productivity, but also examines in depth the role of innovative work behavior mediation in strengthening these relationships, thus making a more comprehensive theoretical and practical contribution.

METHODS

This study applies a quantitative approach with a causal research type, which aims to evaluate the impact of *self-efficacy* and *knowledge sharing* on *employee productivity*, with *innovative work behavior* as a variable that acts as a mediator. The data sources used consist of primary data and secondary data. Primary data is obtained through filling out questionnaires that have been designed in a structured manner to employees, with the aim of measuring their perceptions and experiences related to variables. On the other hand, secondary data is obtained from internal documents and the company's official website, which have been pre-processed and relevant to the context of the research.

Data analysis was carried out using the *Partial Least Squares Structural Equation Modeling* (PLS-SEM) method using SmartPLS software version 4.0. The selection of this method was based on its ability to handle complex models with a large number of indicators, as well as its accuracy in testing the mediating relationships between variables.

Partial least squares structural equation modeling (PLS-SEM) consists of two main stages of model evaluation, namely *the outer Model* and *the inner model*. The evaluation of *the outer model* includes: convergent validity test, discriminating validity test, reliability test, and test model fit. Inner Model *Evaluation* includes: Coefficient of determination (R^2), Significance test, and *Effect size* (f^2).

In this study, the focus population is all employees of PT. Real Engineering Stars, which number 130 people. To determine the number of samples representing the population, the Slovin formula is used with a margin of error of 5% or e = 0.05. The Slovin formula is stated as follows: $n = \frac{130}{1+130\times(0,05)^2} = \frac{130}{1+130\times0,0025}$ =98,11. Using this formula, a sample of 98 respondents was obtained. This number is considered sufficient to represent the population statistically within the predetermined error limit.

In this study, the sampling technique used is *probability sampling*, where each member of the population has the same opportunity to be selected as a sample. To ensure random and representative selection, the method applied is *simple random sampling*, with the number of samples determined through calculations using the Slovin formula in a systematic and structured manner.

The instrument used in data collection is a closed-form questionnaire using a five-point Likert scale. The questionnaire is made in a planned manner to measure respondents' perception of various indicators that represent each variable in the research. The application of the Likert scale allows researchers to obtain data in the form of numbers that can be analyzed statistically, so that it can be used to answer research problems and test hypotheses that have been set.

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RESULTS and DISCUSSION

Characteristics of respondents

Table 2. Distribution of respondents by gender

Yes	Gender	Quantity	Introduce yourself
1.	Male – Male	92	93,9 %
2.	Women	6	6,1 %
Total		**98**	**100 %**

Source: Primary data from questionnaire results, processed by researchers

Based on the identity data of respondents of PT. Bintang Teknik Nyata, the majority of employees are male with a total of 92 people or 93.9%, while female employees amount to 6 people or 6.1%. Overall the number of respondents is 98 people, so it can be concluded that the composition of the workforce in this company is dominated by male employees.

Table 3. Distribution of respondents by age

Yes	Age Range	Quantity	Introduce yourself
1.	18 – 25 Years	7	7,14 %
2.	26 – 30 Years	27	27,55 %
3.	31 – 40 Years	31	31,63 %
4.	> 41 years old	33	33,67 %
Total		**98**	**100 %**

Source: Primary data from questionnaire results, processed by researchers

Based on the respondent data of PT. Bintang Teknik Nyata, the composition of employees based on age shows a fairly balanced variation. The largest age group is employees over 41 years old with a total of 33 people or 33.67%, followed by the age group of 31-40 years old as many as 31 people or 31.63%. Meanwhile, employees aged 26-30 years are 27 people or 27.55%, and the youngest age group of 18-25 years is 7 people or 7.14%.

Table 4. Distribution of respondents by last education

Yes	Final Education	Quantity	Percentage
1.	High School / Vocational School / Equivalent	7	7,14 %
2.	Diploma (D1 – D3)	22	22,45 %
3.	Bachelor (S1)	68	69,39 %
4.	Master (S2)	1	1,02 %
5.	Doctor (S3)	0	0 %
Quantity		**98**	**100 %**

Source: Primary data from questionnaire results, processed by researchers

Based on the latest education data of employees of PT. Bintang Teknik Nyata, the majority of respondents have a Bachelor's (S1) education background with a total of 68 people or 69.39%. Furthermore, as many as 22 people or 22.45% are Diploma graduates (D1-D3), while high school/vocational/equivalent graduates amount to 7 people or 7.14%. There is also 1 Master's (S2) graduate with a percentage of 1.02%, while there are no respondents with a Doctoral education background (S3). With a total of 98 respondents, this data shows that the company's workforce is dominated by university graduates, especially at the Bachelor's level.

Table 5. Distribution of respondents by tenure

Yes	Tenure	Quantity	Introduce yourself
1.	< 1 Year	12	12,24 %
2.	1 – 4 Years	46	46,94 %
3.	> 4 Years	40	40,82 %
Quantity		**98**	**100 %**

Source: Primary data from questionnaire results, processed by researchers

Finally, based on data on the working period of employees of PT. Bintang Teknik Nyata, the majority of respondents have work experience between 1 to 4 years with a total of 46 people or 46.94%. Furthermore, there are 40 people or 40.82% who have worked for more than 4 years, indicating the

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existence of a significant experienced workforce. Meanwhile, as many as 12 people or 12.24% are employees with a working period of less than 1 year.

Inferential analysis

Inferential analysis is a statistical approach used to draw conclusions about the relationship between variables based on sample data, so as to provide a broader picture of the population being studied. In the conceptual model in Figure 2, inferential analysis plays an important role in examining the influence of *self-efficacy* and *knowledge sharing* on *innovative work behavior* and its impact on *employee productivity*. Through this test, it can be known to what extent constructs interact with each other and make a significant contribution to increasing employee productivity, so that the theoretical model presented obtains a clear empirical picture.

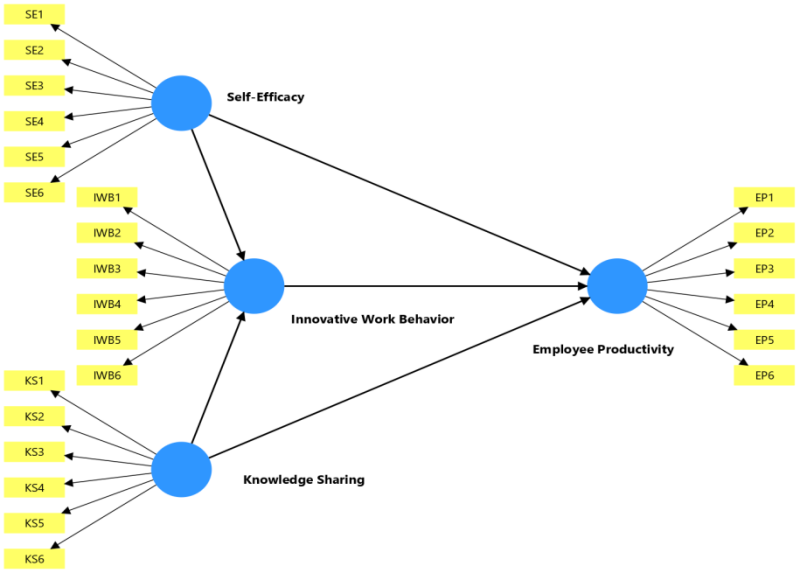

Figure 1. *Research variable relationship model*

This study uses two main types of testing, namely the outer model and the inner model, each of which has an important role in ensuring the quality and accuracy of the overall research model. The outer model test is focused on the evaluation of the construct and the research instrument, by involving a convergent validity test to assess the extent to which the indicator is able to represent the measured construct, a discriminant validity test to ensure the difference between independent constructs, a reliability test to measure the internal consistency of the instrument, and a fit model test used to assess the suitability of the model with empirical data. Meanwhile, the inner model test is more directed at the analysis of the relationship between latent variables, which includes the calculation of the determination coefficient (R^2) to see the magnitude of the contribution of independent variables to the dependent variables, significance tests through hypothesis testing that aim to measure the direct and indirect effects of the *Indirect Effect*, and the effect *size* (f^2) test used to assess the relative strength of each relationship in the structural model.

Evaluation of the outer model

Convergent validity

The convergent validity test aims to assess the consistency of indicators in representing the same construct through a high level of correlation. The main parameters used include *the Loading Factor* ≥ 0.70, which shows the contribution of the indicator to the construct, and *the Average Variance Extracted* (AVE) ≥ 0.50.

Table 6. Phase 1 *loading factor* test

Instruments	Employee Productivity	Innovative Work Behavior	Knowledge Sharing	Self-Efficacy	Description
EP1	0,831				Valid
EP2	0,811				Valid
EP3	0,843				Valid
EP4	0,829				Valid

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EP5	0,785				Valid
EP6	0,850				Valid
IWB1		0,816			Valid
IWB2		0,810			Valid
IWB3		0,835			Valid
IWB4		0,817			Valid
IWB5		0,842			Valid
IWB6		0,809			Valid
KS1			0,889		Valid
KS2			0,876		Valid
KS3			0,839		Valid
KS4			0,779		Valid
KS5			0,817		Valid
KS6			0,897		Valid
SE1				0,831	Valid
SE2				0,785	Valid
SE3				0,802	Valid
SE4				0,471	Invalid
SE5				0,826	Valid
SE6				0,804	Valid

Source: SmartPLS output version 4, processed by researchers

The table of the results of *the Phase 1 loading factor* test shows the results of the construct validity test on four main variables. Namely *employee productivity*, *innovative work behavior*, *knowledge sharing*, and *self-efficacy*. Each instrument item is tested based on the loading factor value, with the provision that a value below 0.70 is considered invalid. Most items show adequate values and are declared valid, but there is one item, namely SE4, which has a value of 0.471 and is declared invalid. Therefore, SE4 items need to be eliminated at the next stage (Stage 2) to maintain the quality and consistency of the measurement model.

Table 7. Results of the *loading factor* test stage 2

Instruments	Employee Productivity	Innovative Work Behavior	Knowledge Sharing	Self-Efficacy	Description
EP1	0,831				Valid
EP2	0,810				Valid
EP3	0,843				Valid
EP4	0,830				Valid
EP5	0,786				Valid
EP6	0,849				Valid
IWB1		0,816			Valid
IWB2		0,810			Valid
IWB3		0,834			Valid
IWB4		0,816			Valid
IWB5		0,842			Valid
IWB6		0,810			Valid
KS1			0,889		Valid
KS2			0,876		Valid
KS3			0,839		Valid
KS4			0,779		Valid
KS5			0,817		Valid
KS6			0,897		Valid
SE1				0,840	Valid
SE2				0,787	Valid
SE3				0,813	Valid
SE5				0,841	Valid
SE6				0,801	Valid

Source: SmartPLS output version 4, processed by researchers

In stage 2, all instrument items were tested again to ensure the validity of the construct after the elimination of items that did not meet the threshold in the previous stage. The test results showed that all remaining items had a loading factor value above 0.70 and were declared valid.

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Table 8. Average variance extracted *(AVE)* value

Variable	Average variance extracted (AVE)	Remarks
Employee Productivity	0,681	Valid
Innovative Work Behavior	0,675	Valid
Knowledge Sharing	0,723	Valid
Self-Efficacy	0,667	Valid

Source: SmartPLS output version 4, processed by researchers

The AVE Value Table presents the results of the evaluation of the convergent validity of each research construct through the *average variance extracted* (AVE) indicator. Methodologically, a construct is declared to meet the criteria of convergent validity if the AVE value obtained exceeds the threshold of ≥ 0.50. Based on the results displayed, all variables, including *employee productivity*, *innovative work behavior*, *knowledge sharing*, and *self-efficacy* , have AVE values above the minimum standard, so it can be concluded that each construct has been validly measured.

Table 9. Results of *the fornell-larcker criterion test*

Variable	EP	IWB	KS	OR	Notes
Employee Productivity	0,825				Valid
Innovative Work Behavior	0,790	0,822			Valid
Knowledge Sharing	0,821	0,796	0,851		Valid
Self-Efficacy	0,806	0,789	0,796	0,817	Valid

Source: SmartPLS output version 4, processed by researchers

Based on the results of the *fornell-larcker criterion* test in the table, it can be concluded that all constructs in the model meet the requirements for discriminant validity. This is shown by the higher square root value of AVE of each construct compared to the correlation value between other constructs. Specifically, *employee productivity* has an √AVE value of 0.825, higher than its correlation with other constructs such as *knowledge sharing* (0.821) and *self-efficacy* (0.806). *innovative work behavior* showed √AVE of 0.822, exceeding its correlation with *knowledge sharing* (0.796) and *self-efficacy* (0.789). *Knowledge sharing* had the highest √AVE of 0.851, which was also greater than its correlation with *employee productivity* (0.821) and *innovative work behavior* (0.796). Finally, *self-efficacy* recorded an √AVE of 0.817, higher than its correlation with other constructs such as *employee productivity* (0.806) and *knowledge sharing* (0.796). Thus, all constructs in the model can be said to have adequate discriminant validity.

Table 10. Results of the latent variable correlation *test*

Variable	EP	IWB	KS	OR	AVE	√ AVE	Notes
Employee Productivity	1,000	0,790	0,821	0,806	0,681	0,825	Valid
Innovative Work Behavior	0,790	1,000	0,796	0,789	0,675	0,822	Valid
Knowledge Sharing	0,821	0,796	1,000	0,796	0,723	0,851	Valid
Self-Efficacy	0,806	0,789	0,796	1,000	0,667	0,817	Valid

Source: SmartPLS output version 4, processed by researchers

All variables in the *latent variable correlation* table show good discriminant validity because all correlation values between constructs are below the square root of their respective AVEs. *Employee productivity* with an √AVE of 0.825 has a strong relationship with other variables, but it still stands as a different construct so that employee productivity can be understood as a result of synergy with innovation, knowledge sharing, and self-efficacy. *Innovative work behavior* with an √AVE of 0.822 also shows a close relationship with productivity and self-efficacy, confirming that an individual's belief in his or her ability is the basis for the emergence of innovative behavior. *Knowledge sharing* had the highest √AVE of 0.851, indicating the excellent consistency of indicators as well as an important role as a link between productivity, innovation, and self-efficacy. Meanwhile, *self-efficacy* with an √AVE of 0.817 served as a psychological foundation that influenced innovative behavior, knowledge sharing, and productivity, but remained identified as distinct constructs. Overall, these results confirm that although the four variables are closely related, each has a clear conceptual identity and can be interpreted independently in the research model.

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Reliability test

The reliability test was carried out to assess the level of internal consistency of the indicators in forming a construct. In this study, reliability was measured through two parameters, namely *cronbach's alpha* and *composite reliability* (CR).

Table 11. Results of Cronbach's alpha *test*

Variable	Cronbach's alpha	Remarks
Employee Productivity	0,906	Reliable
Innovative Work Behavior	0,904	Reliable
Knowledge Sharing	0,923	Reliable
Self-Efficacy	0,875	Reliable

Source: SmartPLS output version 4, processed by researchers

Based on the results of the reliability test using *Cronbach's alpha*, all research variables showed values that were above the threshold of 0.70, namely *employee productivity* (0.906), *innovative work behavior* (0.904), *knowledge sharing* (0.923), and *self-efficacy* (0.875). This value confirms that each construct has excellent internal consistency, so that the research instrument can be declared reliable and suitable for use in the analysis.

Table 12. Composite reliability *test results*

Variable	Composite reliability (rho_c)	Remarks
Employee Productivity	0,928	Reliable
Innovative Work Behavior	0,926	Reliable
Knowledge Sharing	0,940	Reliable
Self-Efficacy	0,909	Reliable

Source: SmartPLS output version 4, processed by researchers

Based on the results of *the Composite Reliability* (rho_c) test, all research variables showed values above the threshold of 0.70, which indicates that each construct has excellent internal consistency. The values obtained were *employee productivity* (0.928), *innovative work behavior* (0.926), knowledge sharing (0.940), and *self-efficacy* (0.909). Thus, the four instruments can be declared reliable and qualified.

Model fit test (Fit)

The model fit test is a stage in structural analysis that aims to assess the extent to which the model is built in accordance with empirical data. This evaluation is carried out through a number of main indicators, namely SRMR and NFI.

Table 13. Fit model *test results*

Parameters	Parameter Values	Notes
SRMR	0,079	Fit
NFI	0,702	Fit

Source: SmartPLS output version 4, processed by researchers

Based on the results of the model fit test, the SRMR value of 0.079 indicates that the residual standard is still within the generally accepted tolerance limit <0.10. Thus, the model can be declared to have a fairly good level of conformity to empirical data. Meanwhile, the NFI value of 0.702 reflects that the model's conformity level is relatively close to the ideal value (1), so the model can still be categorized as fit.

Evaluation of the inner model

Coefficient of determination (R^2)

The *determination coefficient* (R^2) test is used to measure the extent to which independent variables are able to explain the variations that occur in dependent variables in a research model. The R^2 value provides an indication of the strength of the relationship between the model and empirical data, where the higher the R^2 value, the greater the proportion of variation in dependent variables that can be explained by independent variables.

Table 14. Results of the determination *coefficient* test (R^2)

Dependent Variable	R-square	R-square adjusted
Employee Productivity	0,755	0,747
Innovative Work Behavior	0,699	0,693

Source: SmartPLS output version 4, processed by researchers

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The value (R^2) of 0.75 is categorized as substantial or very strong, 0.50 is considered moderate or quite strong, and 0.25 is classified as *weak* or weak. Based on the table of R^2 test results, it can be seen that the *employee productivity* variable has an R^2 value of 0.755 which indicates a very strong level of explanation of the model, while the *innovative work behavior variable* with an R^2 value of 0.699 is in the category close to substantial, so it can be concluded that this research model is able to explain the variation of the two dependent variables with a high level of reliability. Here is a picture of the output model to see the R^2 model.

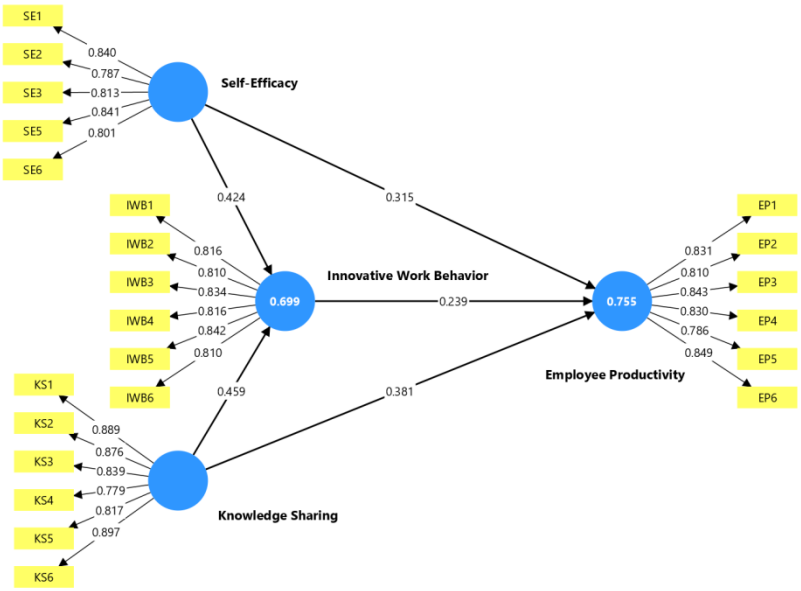

Figure 2. *Output model*

Significance test

Significance test is a statistical procedure used to assess the validity of the relationship between variables in a study, so that the results obtained can be interpreted scientifically. A relationship is said to be significant if it meets the criteria of a t-statistic greater than 1.96 and a p-value less than 0.05, which indicates that the observed influence is not just a coincidence. In the context of mediation analysis, direct influence (X → Y) reflects the relationship of independent variables to dependent variables without intermediaries, while indirect influences (X → Z → Y) occur through mediation variables. If both influences, either direct or indirect, are proven to be significant, then this condition is called *partial mediation*, while if only indirect influences are significant while direct influences are not, then it is declared as *full mediation*.

Table 15. Direct effect *test results*

Path Coefficients	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (| O/STDEV|)	P values	Notes
Innovative Work Behavior ➔ Employee Productivity	0,239	0,240	0,085	2,801	0,003	Proven
Knowledge Sharing ➔ Employee Productivity	0,381	0,382	0,086	4,401	0,000	Proven
Knowledge Sharing ➔ Innovative Work Behavior	0,459	0,456	0,100	4,596	0,000	Proven
Self-Efficacy ➔ Employee Productivity	0,315	0,311	0,102	3,082	0,001	Proven
Self-Efficacy ➔ Innovative Work Behavior	0,424	0,426	0,101	4,189	0,000	Proven

Source: SmartPLS output version 4, processed by researchers

The findings indicate that innovative work behavior—reflected in the emergence of new ideas and methods to complete projects optimally and efficiently—has a positive and significant effect on employee productivity, as shown by a path coefficient of 0.239, a t-statistic of 2.801 exceeding the critical value of 1.96, and a p-value of 0.003, meaning that higher levels of innovation lead to improved

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work output, quality, and timeliness; similarly, knowledge sharing, defined as employees actively exchanging knowledge and assisting colleagues in overcoming task-related challenges, also positively and significantly affects productivity, with a path coefficient of 0.381, a t-statistic of 4.401, and a p-value of 0.000, indicating that more intensive knowledge sharing enhances work quality and project completion accuracy, while it also significantly influences innovative work behavior with a path coefficient of 0.459, a t-statistic of 4.596, and a p-value of 0.000, suggesting that sharing knowledge not only supports task completion but also stimulates creativity and more efficient approaches; furthermore, self-efficacy—employees' confidence and courage in making decisions when facing project obstacles—has a positive and significant effect on productivity (path coefficient 0.315, t-statistic 3.082, p-value 0.001), as well as on innovative work behavior (path coefficient 0.424, t-statistic 4.189, p-value 0.000), demonstrating that stronger confidence and decision-making ability contribute to higher-quality, timely outcomes and encourage the development of innovative ideas and effective problem-solving methods.

Table 16. Indirect effect *test results*

Path Coefficients	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (| O/STDEV|)	P values	Notes
Knowledge Sharing ➔ Innovative Work Behavior ➔ Employee Productivity	0,110	0,109	0,045	2,458	0,007	Proven
Self-Efficacy ➔ Innovative Work Behavior ➔ Employee Productivity	0,101	0,103	0,047	2,170	0,015	Proven

Source: SmartPLS output version 4, processed by researchers

The effect *of knowledge sharing* on *employee productivity* mediated by *innovative work behavior* (X2 – Z - Y)

The results showed that there was an indirect influence with a coefficient of 0.110, a t-statistical value of 2.458, and a p-value of 0.007. Because the t-statistical value is greater than 1.96 and the p-value is less than 0.05, it can be concluded that the influence is significant. This means that the mediation mechanism that occurs is able to increase employee productivity through innovative behavior.

The effect of *self-efficacy* on *employee productivity* mediated by *innovative work behavior* (X1 – Z – Y)

The analysis showed that there was an indirect influence with a coefficient of 0.101, a t-statistical value of 2.170, and a p-value of 0.015. Just like before, the t-statistics value > 1.96 and the p-value < 0.05, so it can be concluded that these influences are also significant. Thus, high employee self-confidence encourages the emergence of innovative work behaviors, which ultimately has a positive impact on work productivity.

***Effect size* (f^2)**

Effect size serves as an indicator to assess how much of a role the exogenous construct plays in explaining variations in endogenous constructs in a model. The f^2 parameter is used to classify the degree of influence, where values below 0.02 are considered to be weak influences, values between 0.02 to 0.15 indicate moderate influence, while values in the range of 0.15 to 0.35 represent a strong influence of exogenous constructs on endogenous variables.

Table 17. Effect size *test results*

Variable	Employee Productivity	Innovative Work Behavior	Knowledge Sharing	Self-Efficacy
Employee Productivity				
Innovative Work Behavior	0,070			
Knowledge Sharing	0,172	0,257		
Self-Efficacy	0,122	0,219		

Source: SmartPLS output version 4, processed by researchers

The results show that innovative work behavior has an effect size of 0.070 on employee productivity, which falls into the subcategory, indicating that its additional contribution to productivity improvement is relatively limited; although theoretically important, its role is not dominant and other factors may contribute more significantly. In contrast, knowledge sharing demonstrates a moderate effect on employee productivity with an effect size of 0.172, confirming that the exchange of

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information and experiences among employees significantly enhances productivity and has a stronger influence compared to innovative work behavior. Self-efficacy, with an effect size of 0.122, falls within the small-to-medium category, suggesting that employees' confidence contributes meaningfully to productivity, though not as strongly as knowledge sharing. Furthermore, knowledge sharing has a moderate effect on innovative work behavior, indicated by an effect size of 0.257, highlighting its important role in fostering creativity and encouraging the development of new ideas in the workplace; this relationship is among the most prominent findings in the study. Lastly, self-efficacy shows a moderate effect size of 0.219 on innovative work behavior, demonstrating that higher levels of confidence encourage employees to take risks, explore new approaches, and generate creative ideas, making it a key factor in supporting innovative behavior.

Discussion

The effect of *self-efficacy* on *employee productivity*

Self-efficacy has been proven to have a significant positive influence on employee productivity in the contractor company PT. Real Engineering Star. This is reflected in the individual's confidence in making adjustment decisions when the project experiences resource limitations, as well as the ability to be flexible in adjusting decisions when project conditions change unexpectedly. This self-confidence encourages employees to remain adaptive, proactive, and innovative in completing tasks, so as to be able to maintain a smooth work process. In the context of productivity, employees' maximum efforts in preventing work delays obtain high scores, confirming that employees with a strong *level of self-efficacy* are more committed to completing work on time and reducing obstacles that can interfere with the achievement of work targets. Thus, confidence in self-capacity plays an important role in increasing the efficiency, effectiveness, and commitment of employees in carrying out their professional responsibilities.

In addition, test results show that *self-efficacy* has a significant contribution as a psychological factor that supports the achievement of optimal performance of PT. Real Engineering Stars. Validity of the construct *self-efficacy* tested with excellent internal consistency, as well as its contribution to a research model that is able to explain most variations in work productivity. These findings are in line with previous research that consistently confirms that self-efficacy has a positive effect on employee productivity (Maharani et al., 2024), increase confidence, creativity, and professional work behavior (Putranto & Subagyo, 2025), and strengthen individual work effectiveness through high confidence in one's own abilities (Mulyono, A., & Sunyoto, 2024). With this support, it can be affirmed that *self-efficacy* is an essential variable that encourages the employees of contracting companies to be more productive, adaptive, and oriented towards achieving optimal performance.

The effect of *knowledge sharing* on *employee productivity*

The effect of *knowledge sharing* on *employee productivity* in employees of PT. Bintang Teknik Nyata shows a significant positive relationship. This is reflected in the willingness of employees to absorb knowledge and experience from colleagues to improve their performance. The willingness to actively suggest technical solutions that can be applied in overcoming project obstacles encourages the creation of a collaborative and innovative work environment so that obstacles can be overcome more effectively. In line with employees' commitment to maximize efforts to prevent work delays, the practice of sharing knowledge has a direct impact on increasing productivity. In addition, employees' willingness to share experiences when projects have the potential to be delayed, as well as efforts to ask for the best solutions from colleagues when facing problems, strengthen team collaboration, speed up task completion, and reduce obstacles that can interfere with the achievement of work targets. Thus, an active and effective knowledge sharing culture has been proven to increase the work efficiency and productivity of PT. Real Engineering Stars as a whole.

The test results reinforce that *Knowledge Sharing* has a significant influence on *Employee Productivity*, with strong construct validity and excellent reliability. The practice of sharing knowledge allows for the transfer of information, experience and skills that accelerate the completion of tasks and improve work efficiency. These findings are in line with previous research that confirms that *Knowledge Sharing* Positive effect on employee performance (Khaerana & Mangiwa, 2021) and work productivity (Fadila et al., 2022). With substantial contributions to the model, knowledge sharing proved to be a key factor in explaining the variation in employee productivity of PT. Real Engineering Stars. Overall, the

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results of this study confirm that *Knowledge Sharing* It is not only empirically proven, but also consistent with the results of previous research that emphasizes the importance of knowledge sharing practices in improving organizational performance and productivity.

The effect of *self-efficacy* on *innovative work behavior*

The effect *of self-efficacy* on *innovative work behavior* in employees of PT. Real Engineering Star shows a significant positive relationship. This is reflected in employees' self-confidence in making adjustment decisions when projects face limited resources, so that they are more confident in developing and implementing innovative ideas to overcome work obstacles. In addition, employees' habits in finding creative new solutions to overcome project obstacles that have the potential to delay work show that a high level of *self-efficacy* encourages them to be more active in seeking innovative solutions. Employees with strong self-efficacy tend to take the initiative to encourage colleagues to try new strategies as well as apply innovative methods that accelerate task completion. Confidence in one's capacity not only increases the courage to try new things, but also strengthens success in implementing innovative ideas that have a positive impact on innovative work behavior in the company.

The test results further reinforce that *self-efficacy* has a significant effect on *innovative work behavior* employees of PT. Real Engineering Stars, with strong construct validity and excellent reliability. *Self-efficacy* encourage employees to try new approaches, take measurable risks, and contribute to the improvement of work processes. In terms of contribution to the model, self-efficacy has been shown to play an important role in explaining innovative work behaviors, so it can be seen as a psychological determinant that contributes to the courage to innovate and face work challenges creatively. These findings are consistent with previous research that confirms that creative self-efficacy has a positive effect on innovative work behaviors (Francis, 2023), as well as other research showing that self-efficacy has a strong influence on employees' ability to face problems and display innovative behaviors (Economics et al., 2024). Thus, *self-efficacy* is a key factor in encouraging innovation and increasing innovative behavior in the work environment of PT. Real Engineering Stars.

The effect of *knowledge sharing* on *innovative work behavior*

The effect *of knowledge sharing* on *innovative work behavior* in employees of PT. Bintang Teknik Nyata shows a significant positive relationship. This is reflected in the readiness of employees to absorb knowledge and experience from colleagues in completing tasks that are hampered, thereby encouraging openness to new ideas and the creation of innovative work environments. In addition, employees' habits in finding creative ways to overcome project obstacles that have the potential to delay work obtain high scores, confirming that an active knowledge-sharing culture increases capacity in identifying innovative solutions. Employees who are actively involved in *knowledge sharing* tend to take the initiative to encourage colleagues to try new strategies and apply innovative concepts in their work. Thus, the practice of knowledge sharing not only strengthens team collaboration, but also increases motivation and courage to innovate, which ultimately contributes to increased productivity and project success of the contracting company.

The test results further reinforce that *Knowledge Sharing* has a significant effect on *innovative work behavior* employees of PT. Real Engineering Stars, with strong construct validity as well as excellent reliability. Knowledge sharing practices have been proven to create a collaborative environment that encourages the exploration of new ideas and creative problem-solving. These findings are in line with previous research that confirms that knowledge sharing contributes positively to innovative work behaviors (Sari, 2025) and even have an impact on improving performance both directly and through the role of mediation *innovative work behavior* (Elisabeth & Gusti, 2025). In terms of contribution to the model, *Knowledge Sharing* proven to be one of the main factors that explain the innovative work behavior of employees. Therefore, the culture of knowledge sharing can be seen as a strategic foundation for PT. Bintang Teknik Nyata to increase creativity, productivity, and innovative performance, while strengthening the company's competitiveness in facing the complexity of the construction industry.

The effect of *innovative work behavior* on *employee productivity*

The effect of *innovative work behavior* on *employee productivity* in employees of PT. Bintang Teknik Nyata shows a significant positive relationship. This is reflected in the ability of employees to

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find creative and innovative ways to overcome project obstacles that have the potential to delay work, thus directly contributing to increasing work efficiency and effectiveness. This ability accelerates task completion, reduces obstacles that arise during the work process, and improves the quality of work results. In addition, employee commitment to maximize efforts to prevent project delays from obtaining high scores, confirms that innovative behavior that is consistently carried out is able to ensure that projects are completed on time according to the set standards. Employees who show innovative behavior tend to be more adaptive to challenges, able to find creative solutions, and support the overall success of the project. Thus, the development of innovative behaviors in the contractor's work environment becomes an important factor in increasing employee productivity, which ultimately has a positive impact on the success of the organization.

The results of the study further strengthen that innovative work behavior has a significant effect on the productivity of employees of PT. Real Engineering Stars, with well-tested construct validity and reliability. Innovative behavior encourages employees to find new solutions, develop ideas, and improve work processes, thus making a real contribution to increasing productivity. These findings are in line with previous research that confirms that innovative work behavior has a positive influence on employee performance (Murtadha et al., 2025) and partially has a significant effect on productivity increase (Elny, 2021). Although innovative behavior and productivity are closely related, they still measure different dimensions, thus enriching the understanding of the contribution of innovation to aspects of productivity and performance. Therefore, *innovative work behavior* It can be seen as one of the strategic components that explains the variation in employee productivity, while strengthening the role of innovation as an important foundation in supporting the success of contractor organizations.

The effect of *self-efficacy* on *employee productivity* through *innovative work behavior* as a mediating variable

Self-efficacy has been proven to have a positive influence on *employee productivity* in employees of PT. Real Engineering Stars, with *innovative work behavior* acting as a significant mediating variable. Employees' self-confidence in making adjustment decisions when projects face resource limitations encourages them to be more active in seeking and implementing innovative solutions. This contributes to the increase in innovative behavior, which is demonstrated through the ability to find new and creative ways to overcome project obstacles that have the potential to delay work. Furthermore, employee commitment to do their best to prevent work delays from obtaining high scores, thus reinforcing the evidence that *self-efficacy* not only has a direct impact on productivity, but also increases innovative behaviors that serve as mediators. Employees with a high level of *self-efficacy* tend to be more confident and take the initiative in identifying creative solutions, so that the frequency and quality of work innovations increase and have a positive impact on the efficiency and effectiveness of the company's work.

The results of this study confirm that mediation *innovative work behavior* significant in explaining the relationship between *self-efficacy* and *Employee Productivity* at PT. Real Engineering Stars. Employee confidence in completing tasks acts as a catalyst that encourages the emergence of new ideas and the application of innovations that strengthen work productivity. These findings are in line with previous research that shows that internal psychological factors are able to increase the ability to generate creative ideas while contributing to productivity through innovative behaviors (Info et al., 2025). Other research also confirms a positive relationship with productivity through innovative behaviors, where employees with high self-efficacy are more active in the process of generating and implementing ideas (Hamlet, 2024). Thus, this condition is categorized as *Partial Mediation* Because the direct and indirect influences are equally significant, enriching the understanding of the mechanism of the relationship between variables and confirming that *self-efficacy* Through innovative behavior, it plays an important role in increasing the productivity of the contractor company's employees.

The effect of *knowledge sharing* on *employee productivity* through *innovative work behavior* as a mediating variable

The effect of *knowledge sharing* on *employee productivity* in employees of PT. Bintang Teknik Nyata through *innovative work behavior* as a mediation variable showed a significant positive relationship. This is reflected in the readiness of employees to absorb knowledge and experience from colleagues in completing tasks that are hampered, thereby encouraging openness to new ideas and

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creating an innovative work environment. The ability of employees to find creative ways to overcome project obstacles that have the potential to delay work obtained high scores, confirming that an active knowledge sharing culture increases capacity in identifying innovative solutions to accelerate task completion. Furthermore, employees' commitment to do their best to prevent work delays strengthens the evidence that *knowledge sharing* not only has a direct impact on productivity, but also through innovative behaviors that act as mediators. Employees who actively share knowledge tend to be more confident and take the initiative to implement innovative solutions, thereby increasing their effectiveness and efficiency in the company environment.

The results of the study show that mediation *innovative work behavior* significant in explaining the relationship between *Knowledge Sharing* and *Employee Productivity* on PT. Real Engineering Stars. Validity of constructs *Knowledge Sharing* and *innovative work behavior* It is also proven to be an excellent value of reliability, as well as strong but statistically distinct relationships. The process of sharing knowledge plays a role in creating a collaborative environment that encourages the exploration of new ideas as well as creative problem-solving. These findings are in line with previous research that confirms that knowledge sharing improves innovative behavior and productivity (Info et al., 2025). Further, the conditions in which direct and indirect influences are equally significant are referred to as *Partial Mediation*, which shows that the mediation pathway adds to the overall explanatory power of the model. Thus, *Knowledge Sharing* Through innovative behavior is proven to be a key factor that strengthens employee productivity and supports the achievement of optimal performance in the company.

CONCLUSION

This study aims to analyze the influence of self-efficacy and knowledge sharing on employee productivity with the role of mediating innovative work behavior. The results of the study show that self-efficacy and knowledge sharing have a positive and significant effect on employee productivity, both directly and indirectly through innovative work behavior as a mediating variable. These findings provide a theoretical contribution in the form of developing an integrated model that connects individual psychological factors and social interactions in the organization, as well as practical contributions as a basis for companies in designing strategies to increase productivity through strengthening employee confidence and knowledge sharing culture.

However, this study has limitations, namely the scope that only focuses on one construction company so that the generalization of results is still limited, as well as the use of quantitative approaches that have not explored in depth the dynamics of employee behavior. In addition, the variables used are still limited to self-efficacy, knowledge sharing, and innovative work behaviors, so further research is recommended to add other relevant variables and expand the research object to obtain more comprehensive results.

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