

Inclusive leadership and employee innovative behavior: moderated by creative self-efficacy

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Abstract

In the academic and other sectors, Employee Innovative Behavior (EIB) is a significant problem. Employees in the e-commerce sector are experiencing more job instability as a result of the growing uncertainty imposed by COVID-19. Career sustainability (CS) is now in concern. Creative self-efficacy (CSE) is a person's confidence in their capacity to create. CSE creative thinking and problem-solving, which may lead to professional success and innovation. Additionally, CS must be taken into account because one's perception of the sustainability of a career affects their propensity to innovate. Based on the theory of job demands and resources (JDR), this study uses a combination of theoretical construction and quantitative analysis to examine how creative self-efficacy influences the relationship between inclusive leadership and employee innovation behavior in China's e-commerce sector, particularly livestream e-commerce. Employee perceptions of occupational sustainability were examined for their potential mediating effects. This research examined the role of CSE as a mediator in the aforementioned connections as well as the effect of CS leadership, which is EIB, on inclusive leadership (IL). The construct validity and path connections are examined by structural equation modeling. The findings demonstrate that the risk created by the COVID-19 epidemic for China's live streaming e-commerce, IL can only assist the translation of employment assets into workplace EIB when employees perceive CS. The findings demonstrated that IL enhances EIB through CSE. The research provides a theoretical basis for IL and EIB and conceptually overcomes the gap. We guide companies and executives on how to actually give workers tools at work that will support their CS while advancing their EIB.

Keywords: EIB(IL), inclusive leadership (IL), career sustainability (CS), creative self-efficacy, e-commerce.

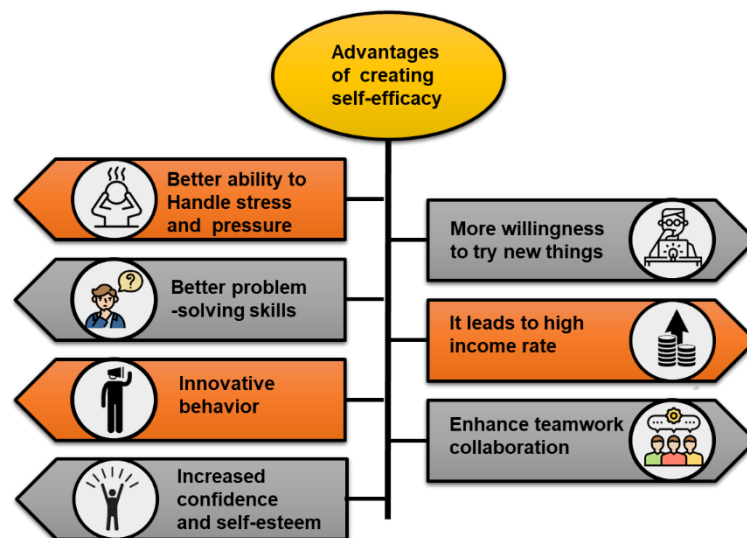
I. Introduction

The recurrent COVID-19 waves have had a negative influence on the growth of the world's economy and have constituted a major danger to the viability of workers' jobs, such as through fostering employment insecurity and instability. Employee job instability in the e-commerce sector is on the rise as a consequence of COVID-19, which is preventing them from engaging in EIB. By doing so, they can simultaneously meet social needs and advance their interests. Additionally, it is said that an organization's capacity to innovate and its competitive edge depends on its EIB. Therefore, businesses must take into account Inclusive leadership (IL) and creative self-efficacy (CSE), which may advance EIB development, to secure the survival of companies in the new post-pandemic environment[1]. EIB is described as the procedure of resolving a conflict, outlining a resolution based on knowledge or fresh insights gained from experience, advancing the idea, and implementing the concept to advance the objectives of the organization. According to some academics, EIB occurs in a variety of forms and is intended to systematically introduce and implement novel concepts and practices into groups and organizations to enhance such entities' capacity to carry out novel concepts in interpersonal interactions over an extended length of time. It entails creating or implementing concepts and acting outside of one's job. Thus, EIB may be summed up as the procedure of using original ideas offered or created by people or organizations and transforming them into valuable resources. It is an activity that, by establishing and enhancing employment abilities that effectively change the employment procedure, eventually increases job effectiveness[2]. E-commerce has a chance to replace conventional, physical stores with digital ones, which might result in employment losses for certain individuals. On the other hand, e-commerce also presents career prospects for businessmen and those who are digitally literate. Organizations often concentrate on the economic aspect since they want to increase their revenue and economic standing. It is often possible to highlight career sustainability as a need for business expansion and advancement. Nevertheless, no business can expand economically if it causes sustainability destruction. As a result, it may be said that all aspects of career sustainability are crucial [3].

The IL has been the subject of a vast proportion of investigations to quite in the realm of leadership. The impact on a variety of factors, including managerial behavior, organizational invention, following invention, job efficiency, worker creativity, and contentment, has been tested. Meeting clients' expanding wants and offering them high-quality commodities and activities is a shared objective for all businesses that

supply products and activities. The impact of IL on inspiring supporters, boosting loyalty and confidence, and enhancing effectiveness and productivity. A beneficial association has been found between IL and group achievement, as shown by research on the effect of IL on team achievement, innovative behavior of professional teams, IL connections, team assurance, and employment contentment [4]. The behavioral cognition concept of Bandura's behavioral CSE views the domain of creativity as a crucial element. According to the hypothesis, among other crucial influencing elements, CSE plays a significant role in achieving objectives. As a prologue to human innovation, CSE is the level of a person's capacity to do a certain activity. Because of the study's emphasis on inclusive leadership. There is not enough research examining the effects of IL on employee performance with the facilitating role of CSE. While the relationship between the creativity of employees and management approaches with the intermediary role of CSE has been developed and CSE impacts are very essential in EIB[5]. Individuals may not succeed in their jobs when attempting to come up with creative ideas, which is why creativity is seen as a risky endeavor. Workers could be guided by CSE in this regard when they begin to prioritize their tasks. Professionals who believe they have the necessary authority or support from the administration to perform their tasks are more likely to be comfortable in their capacity to handle difficulties and to actively participate in the procedure of creativity to create new goods and solutions [6].

Figure 1: Advantages of creating self-efficacy



The impacts of numerous personal and environmental variables on worker creativity are significantly mediated by CSE. Innovation-related personality traits often include strong competence, self-confidence, and inventiveness. When faced with difficulties, entrepreneurs often show

the tenacity and self-assurance needed to overcome them and more aggressively generate novel solutions to issues. CSE must be taken into consideration while developing an all-encompassing framework for EIB since it serves as the link between creative minds and inventive behavior [7]. In China, e-commerce is flourishing. Some academics have expressed worry about how IL affects EIB in the e-commerce sector. However, the pandemic presented a major danger to workers' security of employment by fostering job volatility and insecurity. Some studies have focused on the effects of IL on employees at EIB without CS, but CS must also be taken into account given that the global pandemic has significantly increased unemployment and made it difficult to maintain occupations [8]. In light of the above information, we thus want to close this gap by looking at how IL affects CS and EIB in the e-commerce sector. This study looked at the mediation function of CSE in the relationships indicated above as well as the impact of CS leadership, which is EIB, on inclusive leadership (IL).

II. Related works

Leadership has been shown to have a significant impact on employees' levels of creativity. Leaders in businesses have a huge impact on the actions of their employees. A classic authoritarian leadership style used to be helpful in recognizing workers' psychological requirements and fostering their EIB, but this is no longer the case in today's fast-paced, globalized, and ever-evolving company world. Many articles have been created on this subject about the function of inclusive leadership as a successful organizational management technique [9]. Indirectly and directly, inclusive leadership is related to a relational style of management and workers' use of their voices in the workplace. Analyzing survey responses from 252 workers and their managers from shipping firms throughout the United Kingdom, this research demonstrates that inclusive leadership is associated with more outspoken employees. Positive psychological empowerment was shown to moderate the connection between inclusive leadership and using one's voice. To back up their results, to draw on causal attribution theory and then address what this means for future studies and clinical applications [10]. It presented a comprehensive analysis of the factors and underlying theories associated with inclusive leadership, and also a unified conception of inclusive leadership. Explore the existing information that depends on leadership at several levels, including that of the individual employee, the team, and the whole company, and applied it to each of these domains. This analysis reveals how far the field of inclusive leadership has come in terms of both its theoretical underpinnings and empirical models [11]. It's an early hint that IL characteristics promote inclusive business practices. To provide insight into the developing fields of OI and IL. They anticipate that the

suggested theoretical model will be taken up by research academics for more empirical examination, which will provide new insights into the existing body of information [12]. To help guarantee that the potential advantages of a diverse workforce are achieved, inclusive leadership may be seen as a tactic in today's more competitive business climate. To put it another way, inclusive leaders are essential in establishing conditions in which individuals and groups may fully realize the advantages of diversity in terms of improved individual, team, and organizational performance [13]. The investigation of green HRM influences creative thinking in the workplace. It also looks into how green HRM is connected to creative behavior in the workplace by calculating the function of work fulfillment as a mediator. It also looks at the border conditions between green HRM and creative employee behavior by analyzing the moderating effect of inclusive leadership [14]. Harmonious passion was found to be positively related to the innovative behavior of employees when HRM systems were designed with flexibility in mind; on the other hand, obsessive passion was found to be positively connected to HRM systems designed with flexibility in mind. Furthermore, under strong inclusive management, the link between HRM systems' emphasis on flexibility and innovative behavior through obsessive passion was weakened [15]. It shows that even with the mediator present, the predictor variable (inclusive leadership) has an impact on the result variable (employee engagement). The indirect coefficient was also marginally significant, indicating that psychological security has an indirect effect on employee engagement when inclusive leadership is present [16]. The current research utilized LMX theory and SET to investigate organizational commitment as a moderator between follower-leader goal congruence and turnover intention, and the sssmoderating impact of inclusive leadership in the link between follower-leader goal congruence and organizational commitment. Examining the relationship between IL and the intention to leave the organization from the perspective of follower-leader goal congruence is a novel contribution to the literature on IL [17].

Problem statement

Few studies have looked into the correlation between IL and EIB, or how this relationship is moderated by employees' CSE, despite the growing emphasis on IL and its potential impact on employee EIB. To further understand how IL practices might encourage innovative behavior among workers as well as how CSE can either boost or restrict this impact, more research is required. By examining the correlations between IL, CSE, and EIB, as well as how these associations are mediated by creative self-efficacy, this research intends to fill this vacuum in the literature.

III. Research Questions

The purpose of this study is to examine the relationship between IL, CSE, and EIB in China's e-commerce sector. In particular, this research aims to respond to the following questions:

1. How do Chinese workers of e-commerce companies engage with IL and CSE?
2. In Chinese e-commerce, how are CSE and EIB connected to one another?
3. Does CSE moderate the relationship between IL and EIB in the Chinese e-commerce industry?

IV. Methodology

Worker creativity and invention influence a company's efficiency, achievement, and ability to survive. The impacts of numerous individual and environmental variables on employee creativity are significantly moderated by innovative self-efficacy. The purpose of this research is to investigate how creative self-efficacy affects the link between inclusive leadership and staff creativity behavior in China's e-commerce industry, specifically livestream e-commerce.

A. Hypothesis development

Methodology

The following is a description of the fundamental assumption framework:

1) Independent variable: IL

Hypothesis-1 (H1): IL aids in the formation of EIB in the Chinese e-commerce sector

The improvement of employee inventive behaviors is expressed in IL's critical role in fostering workers' creativity drive and elevating organizations' total innovation capacity. Encouraged managers create effective interaction techniques by taking into account the particular requirements of their colleagues. They also offer techniques to increase work effectiveness, primarily through motivation, the provision of assets for workers' jobs, the imposition of reasonable requirements on workers, and the application of proper stress. As a result, they help to foster an environment that is conducive to employees' inventive operations. Worker idea generation, team development, concept realization, and innovation distribution are the four components of employee innovation creation. As a result, scholars are paying more attention to the connection between organizational assistance theory, innovation, and workers' innovation adoption behavior. Theoretically, IL

is praised for its capacity to encourage creative worker behavior in a variety of methods. Initially, supportive leaders might persuade employees to contribute to the creative procedure. The practice of enhancing organizational employees' interior views and a concept related to intrinsic ambition was termed by the researchers as assistance. Greater motivation prompted higher levels of innovative involvement.

Secondly, organizational encouragement is necessary for employees to do their best employment, based on the organizational support hypothesis. The tools necessary for creative and innovative behavior, like expertise, duration, and assistance, may be provided by inclusive leadership. Therefore, if their manager supported them, staff might have more freedom and adaptability to engage in creative movement. Additionally, IL fosters employee creativity by allowing them to keep their individuality and think a feel of relating to the organization while still contributing completely to its procedures and innovation-related results. Finally, encouraging leaders could serve as EIB role mentors. Support from leaders is positively correlated with involvement in attempts to enhance performance. The researchers thought that IL served as an example of a unique link characterized by unity and transparency in interaction connectivity, and production. Leaders created an environment where employees felt they could make a difference, made more decisions, and received more support and encouragement. Openness, availability, and accessibility increased employee engagement in creative work. "Discretionary behavior" might be another name for EIB. The unique aspects of IL altered the way its followers viewed support, leading to an increase in the number of EIBs. This research, based on the JD-R paradigm, investigates the links between employees' creative behavior on the job and their exposure to IL. With this reasoning in mind, we postulate that workers in IL settings are more likely to exhibit EIB:

2) Mediating variable: CSE

Hypothesis 2 (H2): In China's e-commerce sector, CSE mediates the interaction between IL and EIB. 2.4

As we've already established, supportive management is crucial to staff EIB because it takes workers' unique perspectives, experiences, and goals into consideration. Effective leadership is affected by a wide variety of factors, including cultural norms and staff demographics, according to studies. It would be impossible for single research to investigate all of these elements. We concentrate emphasis on CSE as it, along with IL, is vital to an employee's EIB. The importance of CSE in the workplace stems from the impact and significance it has on workers' professional lives. For instance, workers will be more innovative and open to new ideas if they believe their careers have a long-term future. On the other hand, if a worker is uneasy about their position in the

company, they are less likely to put up creative effort toward meeting goals and increasing productivity. Moreover, to the best of our knowledge, very few studies have analyzed the function of employee CSE as a mediator of the impact of IL on EIB. Employees' external work inspiration may be fostered by providing them with the resources they need to meet the demands of their jobs and advance their objectives and development, as proposed by the JD-R. Furthermore, it may promote the motivation-driven method by fulfilling employees' basic psychological needs of autonomy, identity, and expertise. When workers' latent drive is stoked in this way, they become more invested in their job and produce better outcomes. So, we argue that workers' innovation activities benefit from and are fundamental to occupational sustainability. For instance, if workers believe their jobs are secure, they are more likely to be open to new ideas and approaches to problem-solving. On the other hand, if workers are fearful for their safety and their careers aren't secure, they may get overtired, anxious, or stressed out, and ultimately experience burnout from their jobs. Then, fewer resources will be needed to consider new approaches to increasing productivity and enhancing quality at work. Workplace creativity will suffer if this continues. This CSE between management and staff has a major impact on how EIB practices are interpreted.

Our overall hypotheses (H1, H2, and H3) all expect a positive connection between IL and EIB, and H3 also assumes a positive interaction between IL and EIB. From this line of reasoning, we can extrapolate that CSE plays a pivotal role in facilitating the transition from IL to EIB within organizations. This leads us to a hypothesis:

3) Dependent variable: EIB

Hypothesis-3 (H3): IL and CSE have a favorable impact on EIB in the Chinese e-commerce sector.

Inadequate fit between a person's skills and the requirements of a job is a major contributor to joblessness. Employees' efforts to stay competitive and in secure roles necessitate ever-increasing standards to keep up with the relentless pace of technological advancement. However, from the perspective of the business, to reap the rewards of sustainability, businesses have begun to place a premium on partnerships between groups and individuals. They have nevertheless disregarded the role played by sector specifics, organizational context, and personnel demographics. To achieve CSE, which is defined as "a set of human resource management activities that enable the acquisition of different skills like the acquisition of knowledge, talent, and capability, and the use of ability-enhancing practices," leaders must instill trust in their employees and promote them to take steps that are beneficial to the organization's growth and development. To choose the best combination of available resources for CSE, businesses need to use strategies like specific hiring and in-house education and growth.

Improved worker morale, enthusiasm, and self-esteem are necessary for optimum EIB, and these factors may be fostered via an efficient system of cooperation, rewards, and contextual independence. These CSE tools advocate for workers as a unique type of tacit, inimitable human capital, that in turn fosters the growth of future creative abilities and, by extension, an individual's EIB. Different CSE methods can stimulate unique ideas in workers. The authors go on to establish that workers are more likely to bring their A-game to the office when they are in a stable, long-term position. Researchers have found that CSE features are often targeted at encouraging innovative mindsets and actions, like EIB among workers. So, we reasoned, CSE must enhance EIB in some way.

B. Sample

We operate on the grounds of secrecy and anonymity while conducting our inquiry. The questionnaire was filled out by the respondents based on their own opinions about SL, CSE, and EIB. We informed the respondents before the survey that the information would only be used for academic purposes. Additionally, participants were made aware that there were no right or wrong responses and they may finish the questionnaire in light of their actual situation. We checked whether the workers who responded to the questionnaire had been involved in e-commerce for more than a year during the COVID-19 epidemic to guarantee the validity of the questionnaire that was gathered. The poll was carried out in the first half of 2022. We got 336 questionnaires after months of diligent labor, 18 of which were rejected because they were incomplete or did not satisfy the standard. As a result, we collected 308 valid surveys in total. 91.67% of responses were legitimate. The participants were from the China E-commerce integrated pilot zones" in the provinces of Yunnan, Zhejiang, Fujian, and Guangdong

C. Measures

A structural equation model was used to investigate the mediation model hypothesis. In this research, IL, CSE, and EIB were measured using a six-point Likert scale. Due to Chinese workers' propensity to disguise their genuine feelings about their employers by selecting the scale's safe midway, a 6-point scale was used to prevent a midpoint answer bias compromise. Participants gave their responses on a six-point Likert scale based on their real work circumstances. To investigate common method variance, we used the single-factor technique because this research only uses self-reported data. Measurement errors can happen, however frequent technique variation is not caused by how the measurement part is designed. Instead, it is directly related to the methodology of measurement. Two approaches were thus utilized to deal with the problem of common method variation. First, we perform our inquiry discreetly and anonymously. The questionnaire was intentionally paginated during the data collecting stage to provide respondents ample downtime between each page, reducing the impact of the usual method

variation caused by continuous same scale through temporal differences. We tested for the potential of shared technique variance using the single-factor Harman test. The results of the "principal component factor analysis" ignored the potential for procedure variation that is shared. There was minimal common technique variance since no one component in this analysis explained more than 50% of the variation and the findings were within the appropriate limits.

V. Result and discussion

This section examines the study findings in terms of scale credibility, scale accuracy, architectural framework fit, and T and P values. By determining the compound dependability of the constructs, internal coherence for dependability was confirmed.

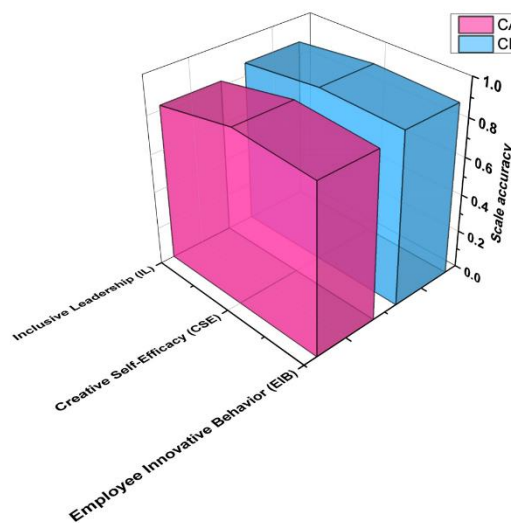
A. Scale accuracy

To evaluate how well the model matched the data, indicator accuracy, convergence legitimacy, and divergence validation were utilized. The indices of component load, Cronbach's alpha (CA), and compound dependability (CD) were used as the three criteria for measuring the index dependability. The degree of relationship between the indexes of an element and that structure is used to determine the component loads. This result shows that the measuring model's dependability is satisfactory if it is equivalent to or higher than 0.3. It must be highlighted that if values below 0.3 were discovered after computing the component loads between the objects and their indexes such indexes might be changed or removed. After the evaluation, the component loads of specific queries with a specific value below 0.4 were therefore excluded from the study approach, and the framework was once again adapted. As a result, the measuring model's dependability was deemed adequate. The CA with a specified value greater than 0.7 was tested in terms of internal dependability. Every value received was more than 0.7. Every element in the CD that has a value greater than 0.7 indicates the correct match. The data was provided in Table 1. Figure 2 depicts the scale's accuracy. It must be emphasized that the CD is a superior metric to the CA in architectural equation theory. While all concerns receive identical weights when determining CA, questions are balanced when calculating CD according to their compared significance as determined by their aspect loadings. This results in better precise and reasonable criteria for the CD levels of the constructions than the CA levels. The CD levels in the research are superior to the CA in an identical manner.

Table 1: Results of scale accuracy

Scale accuracy		
	CA	CD
Employee Innovative Behavior (EIB)	0.875	0.901
Creative Self-Efficacy (CSE)	0.909	0.916
Inclusive Leadership (IL)	0.824	0.868

Figure 2: Scale accuracy



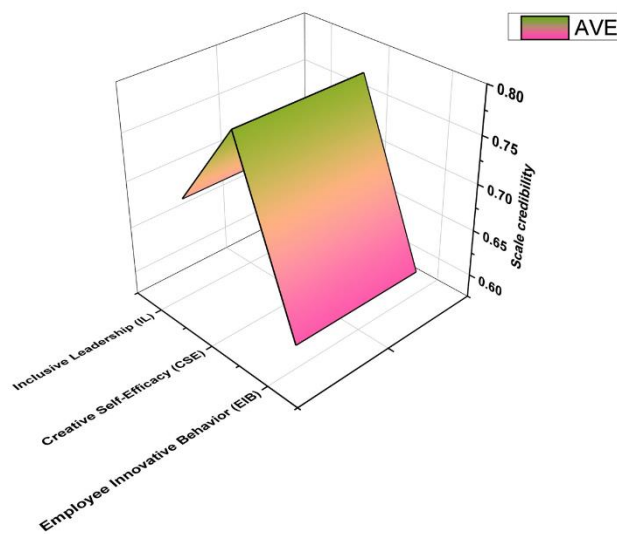
B. Scale credibility

The measuring tool's compatibility was verified using two different forms of reliability assessment, notably content reliability and convergence reliability. By confirming that the accessible research and the measuring variables were compatible, the topic reliability was confirmed. To evaluate the questionnaire's topic credibility, many knowledgeable academics were contacted. The capacity of the indications of a single aspect to describe that measure is referred to as convergence reliability. In this work, the convergence compatibility was evaluated using the AVE criteria, which is the mean of the variability that was recovered from the first-order components. The acceptability degree AVE has a criteria value of 0.4. The convergence reliability of the questionnaire is adequate since all of the AVE scores for the frameworks were greater than 0.4. The results of scale credibility are shown in table 2. Figure 3 depicts the scale credibility.

Table 2: Results of scale credibility

Scale credibility	
	AVE
Employee Innovative Behavior (EIB)	0.601
Creative Self-Efficacy (CSE)	0.784
Inclusive Leadership (IL)	0.684

Figure 3: Scale credibility



C. Architectural framework fit

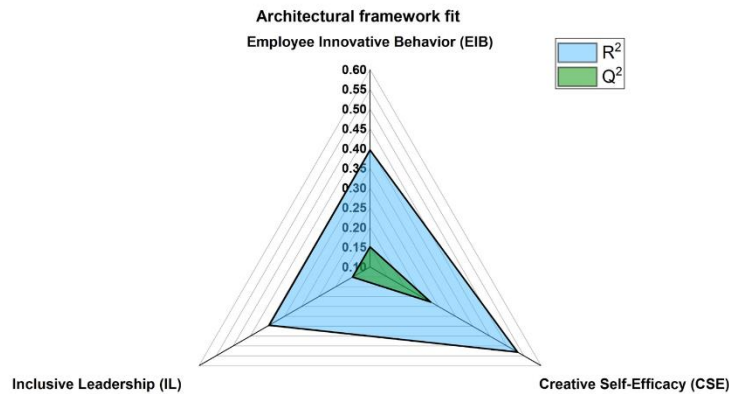
Three indicators of the degree of correlation (R^2), relevance values, and Q^2 are often utilized in the PLS approach for architectural fit. An external factor's impact on an internal variable is shown by the R^2 statistic. More fit is suggested by designs with intrinsic framework R^2 amounts that are greater. The criteria levels for the fragile, mild, and high ranges of the R^2 are defined by scientists as three levels of 0.18, 0.34, and 0.68. All of the R^2 results in the current investigation show that the framework fits the components properly. The Q^2 criteria were presented. When an internal component's Q^2 value falls to 0 or below 0, the linkages between that internal component and the other components in the framework are not adequately clarified, demonstrating the model's poor predictive ability. 0.03, 0.14, and 0.36 were chosen as the three scores for the framework's capacity to predict intrinsic components. According to their theory, if the value of Q^2 for an intrinsic component is in the vicinity of 0.02, it will show that the model has inadequate capacity to forecast the indicators of that component.

The outcomes of Q2 exhibit a modest degree of predictive potential in the current investigation. The results of the architectural framework fit are shown in table 3. Figure 4 depicts the architectural framework fit.

Table 3: Results of architectural framework fit

Architectural framework fit		
	R2	Q2
Employee Innovative Behavior (EIB)	0.396	0.151
Creative Self-Efficacy (CSE)	0.531	0.277
Inclusive Leadership (IL)	0.395	0.151

Figure 4: Architectural framework fit



Empirical Theory

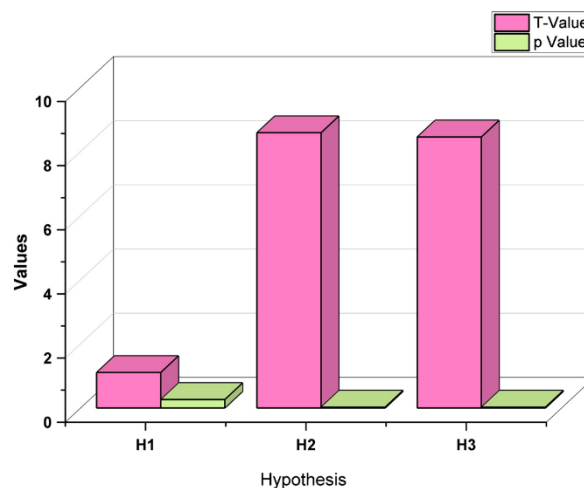
The following actions were taken to confirm that CSE had a full mediator impact on IL and EIB. Assess the significance of path factor a before determining if IL has a substantial effect on EIB. The next phase is to determine if the path factors y and z are substantial, that is, whether IL has a major influence on CSE and if CSE has a considerable effect on EIB. If so, depart on to phase three, which involves running the mediator theory while determining the significance of path factors a and b and assessing compilation translation (VAF). There is no mediating impact if it is lower than 30%. It is a fully mediated impact when its value is more than 70% and a moderate mediating impact when its level is between 30% and 70%. It can be shown that, in the first stage, the IL investigation paradigm explained 69.4% of the variation in EIB when contrasted to the detecting findings of this research ($p = 0.03$), which confirmed Hypothesis 1. In the subsequent stage, the IL study's framework completely validated Hypothesis 2 by accounting for 86.3% of the variation in CSE ($H2, p = 0.03$). In addition, the CSE study's framework completely confirmed Hypothesis 3 by accounting for 77.7% of the

variation in EIB ($p = 0.01$). The estimated VAF is 86.3% in phase 3, where route coefficients x , y , and z are 0.112, 0.938, and 0.773, correspondingly. As a result, a comprehensive mediation model defines the connection between CSE, IL, and EIB. Figure 5 depicts the mediating outcomes. With the assistance of "SmartPLS's Bootstrap resampling" technique, the answers were resampled five thousand times to test the third hypothesis in the present research. Table 3 displays the outcomes. The variation in EIB was explained by the IL and CSE study framework to a degree of 77.8%. In addition, 92.8 percent of the variance in CSE was also predicted by the IL investigation approach. Both hence had a substantial descriptive ability. The evidence supports the assertions of hypotheses H1, H2, and H3. Figure 5 depicts the T and P values. The results showed that IL is positively correlated with EIB (H1, $p = 0.0266$, $t = 1.109$) and that the hypothesis that CSE mediated the relationship between IL and EIB was validated (H2, $p = 0.003$, $t = 8.585$), which validated Hypothesis 2. CSE was also strongly correlated with EIB (H3, $p = 0.03$, $t = 8.454$), as indicated in table 4, and these results entirely validated Hypothesis 3. As a result, CSE effectively mediated the interaction between IL and EIB.

Table 4: Results of T and P values

Hypothesis	Values	
	T-Value	p Value
H1	1.109	0.266
H2	8.585	0.03
H3	8.454	0.03

Figure 5: T and P values



Discussion

The emphasis of this research [18] is on how the variety of attitudes experienced at the job influence performance. Attitudes are important and have a big impact on the workplace. The research dealt with the management of emotionally receptive individuals at jobs. According to the research, a leadership style that emphasizes independence and mentorship may aid in integrating challenging people into the workforce. The findings demonstrated that emotionally receptive workers' productivity was enhanced through mentorship and responsibility. The outcomes were conflicting when it came to their prospective leadership roles. This research [19] examines how diverse management, boundary-spanning research, and corporate innovation are related to understanding how they interact. According to research, inclusive managers who exhibit traits like transparency, connectivity, and flexibility have a beneficial effect on boundary-spanning investigation and business creativity. However, transparency and connectivity have a greater substantial beneficial impact. In this article [20], they analyze the phenomena and provide our results about the direct and indirect relationships between innovative company E-commerce efficiency, innovative skills, and e-commerce skills. The research's quantitative findings indicate that the indirect link between invention and e-commerce skills greatly affected the success of inventive firms in terms of online sales. This finding indicates that creativity skills are crucial for enhancing the influence of e-commerce on obtaining better company efficiency in the context of the creative sector, and may serve as guidance for innovators and company leaders. This research [21] attempts to offer an examination of innovative e-commerce readiness. The research findings led to the conclusion that, in a dynamic business climate, a company's degree of preparation would decide its consistency and durability. The capacity of a corporation to handle fluctuation is believed to be greatest significantly impacted by readiness, whereas ecological limitations drive companies to embrace and advance e-commerce.

Our article emphasizes CSE's function as a mediator in the promotion of EIB to enhance staff innovation, creative behavior, and awareness of associated concerns. According to this viewpoint, this work also contributes theoretically to the multidisciplinary integration of the JDR concept into the commercial sector.

VI. Conclusion

One of the most significant technological advancements in the last twenty years is the introduction of e-commerce which has revolutionized international trade. E-commerce has become a vital force in the industry remain from a conventional economy to a contemporary

one by removing the issue of duration and space in interactions and lowering the costs in the manufacturing procedure. Although its advancement has been advantageous, it is currently deteriorating as a result of COVID-19. Therefore, a review of employees in EIB, IL, and work achievement is required to advance e-commerce and ensure career sustainability. According to the study's findings, creative self-efficacy may promote the creation and application of innovative concepts as well as the attribute of IL. CSE encourages workers to invest more effort into solving problems and overcoming obstacles through creative problem-solving techniques. In other words, CSE may be a route for changing an employee's physiological and cognitive traits to more innovative behavior. The issue is that the dataset and questions were filled out by employees, making it difficult to objectively assess the causal relationship between components. Future studies must examine more creative methods to minimize measurement errors.

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