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At the heart of innovative work behavior (IWB): The moderating role of innovation culture in the relationship between creative self-efficacy and innovative work behavior*

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ABSTRACT

This study examines the effect of creative self-efficacy on innovative work behavior (IWB) and the role of the subdimensions of innovation culture (organizational values, leadership behaviors, innovative work climate, organizational resources, internal organizational processes, and organizational success) in this process. Research data were collected via an online survey from 249 participants working in a public institution and in the private sector within the information technology sector in Ankara. Hypotheses were tested using confirmatory factor analysis, correlation analysis, PROCESS Macro Model 1, and structural equation modeling. The findings indicate that creative self-efficacy positively and significantly influences IWB. Additionally, it was determined that all subdimensions of innovation culture exhibit positive and significant relationships with IWB. However, moderation analyses revealed that the subdimensions of innovation culture do not play a significant moderating role in the relationship between creative self-efficacy and IWB. On the other hand, the results of the structural equation modeling revealed that innovative work climate and internal organizational processes, in particular, were more prominent. The findings indicate that creative self-efficacy and innovation culture provide direct and complementary contributions to explaining IWB.

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Yenilikçi iş davranışının kalbinde ne var? Yaratıcı öz yeterliliğin yenilikçi iş davranışına etkisinde inovasyon kültürünün düzenleyici rolü

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ÖZ

Bu çalışma, yaratıcı öz yeterliliğin yenilikçi iş davranışı üzerindeki etkisini ve inovasyon kültürünün alt boyutlarının (örgütsel değerler, lider davranışları, inovatif çalışma iklimi, örgütsel kaynaklar, örgüt içi süreçler ve örgütsel başarı) bu süreçteki rolünü incelemektedir. Araştırma verileri, Ankara'da bilgi teknolojileri alanındaki bir kamu kurumu ile özel sektörde çalışan 249 katılımcıdan çevrim içi anket yoluyla elde edilmiştir. Hipotezler doğrulayıcı faktör analizi, korelasyon analizi, PROCESS Macro Model-1 ve yapısal eşitlik modellemesi ile test edilmiştir. Bulgular, yaratıcı öz yeterliliğin yenilikçi iş davranışını pozitif ve anlamlı biçimde etkilediğini göstermektedir. Bunun yanı sıra inovasyon kültürünün tüm alt boyutlarının yenilikçi iş davranışı ile pozitif ve anlamlı ilişkiler sergilediği belirlenmiştir. Ayrıca, düzenleyicilik analizleri inovasyon kültürünün alt boyutlarının yaratıcı öz yeterlilik ile yenilikçi iş davranışı arasındaki ilişkide anlamlı bir düzenleyici rol üstlenmediğini ortaya koymuştur. Öte yandan yapısal eşitlik modellemesi sonuçları ise, özellikle inovatif çalışma iklimi ile örgüt içi süreçlerin daha ön plana çıktığını göstermiştir. Bulgular, yenilikçi iş davranışının açıklanmasında yaratıcı öz yeterlilik ile inovasyon kültürünün doğrudan ve tamamlayıcı katkılar sunduğunu göstermektedir.

1. Introduction

In today's organizations, achieving a sustainable competitive advantage depends not only on the effective use of existing resources but also on fostering an innovative mindset and creativity at the organizational level. Rapidly changing environmental conditions, technological developments, and increasing competitive pressure have transformed organizations from structures that merely adapt to change into dynamic systems that must continuously generate innovation (Chen, Kao, Yan, and Yen, 2026). Therefore, innovation has become not merely a preferred area of development for contemporary organizations but also one of the key determinants of organizational sustainability and competitive strength. Indeed, it is emphasized that innovation is a process of transforming opportunities into practical applications, enhancing organizational performance, and playing a critical role in creating sustainable competitive advantage (Calantone, Cavusgil and Zhao, 2002; Schumpeter, 1934; Tidd, Bessant and Pavitt, 2005). In this context, fostering an innovative culture in which all members are oriented toward seeking new products, services, and processes is of vital importance for organizations (Skerlavaj, Song and Lee 2010).

The emergence of innovation at the organizational level, however, relies mainly on the innovative behaviors exhibited by employees at the individual level. This is because innovation is not merely a structural or technical output but also a multi-stage process through which individuals generate new ideas, develop them, advocate for them, and transform them into practice (Scott and Bruce, 1994). In this regard, while West and Farr (1990) note that innovation can occur at the individual, team, and organizational levels, Scott and Bruce (1994) emphasize that innovative behaviors must first be encouraged at the individual level for innovation to take place in organizations. Similarly, Janssen (2000) approaches innovative work behavior (IWB) as a multidimensional structure encompassing the stages of idea generation, idea-promotion and implementation. Therefore, understanding an organization's innovation capacity also requires understanding the conditions under which employees develop IWBs. In this regard, creative self-efficacy emerges as key an individual variable in explaining IWB (Saber Seleem, Ahmed and El-hameeed, 2026). Creative self-efficacy refers to an individual's belief in their

skills to succeed in creative tasks, develop original solutions, and effectively manage creative processes (Lamb, Boedeker and Kettler, 2025; Tierney and Farmer, 2002). The theoretical foundation of the concept is based on Bandura's Self Efficacy Approach (1977). According to Bandura, self-efficacy reflects an individual's perception of their capacity to perform a specific task; this perception directly influences the individual's choices, level of effort, persistence, and resilience in the face of some difficulties (Bandura, 1977). Gist and Mitchell (1992) also emphasize that self-efficacy is a determining factor in task selection, effort, and performance outcomes. Within this context, creative self-efficacy relates not only to an individual's capacity for creative thinking but also to their belief that they can translate this capacity into action.

However, explaining IWB only at the individual level is insufficient. Employees' ability to transform their creative potential into innovative behavior does not occur independently of the organizational context in which they operate (Liu, Zhang, Tian and Li, 2026). In this regard, IWBs are believed to be influenced by variables such as values, leadership, organizational climate, resources, internal processes, and success. In this regard, innovation culture provides a multidimensional context that facilitates the transformation of creative potential into organizational outcomes. Rao and Weintraub's (2013) innovation culture model also highlights that the cultural structure enabling innovation in organizations must be understood through the dimensions of values, behaviors, work climate, resources, processes, and success. Thus, how individual creative capacity is supported or constrained by the organizational environment can be explained in a more holistic manner. When these aspects are evaluated grounded within the framework of Social Cognitive Theory (Bandura, 1986), it is observed that an individual's behaviors are shaped by the reciprocal interaction among personal cognitive processes, environmental factors, and behavior itself. In this context, creative self-efficacy can be regarded as an important personal and cognitive resource influencing an individual's demonstration of IWB. However, the emergence and strength of this relationship are also closely linked to the support, incentives, and opportunities provided by the organizational environment in which the individual operates.

Although the literature contains numerous studies on creative self-efficacy and IWB, the factors influencing the relationship between these two variables in an organizational context - and the nature of that influence - do not yet appear to have been fully clarified. This study focuses specifically on this issue; it is argued that examining the relationship between creative self-efficacy and IWB in a multidimensional manner within the framework of innovation culture could make a valuable contribution to the literature (Carmeli and Schaubroeck, 2007; Gelaidan, Al-Swidi and Al- Hakimi, 2024; Gong, Kim, Lee and Zhu, 2013; Shin, Taylor and Seo, 2012; Tierney and Farmer, 2011). Particularly in the information technology sector, where high competition, rapid change, and continuous innovation are imperative, the joint evaluation of individual psychological factors and organizational structural elements holds both theoretical and practical significance. Accordingly, the primary objective of this study is to examine the effect of creative self-efficacy on IWB and to identify the moderating roles of organizational values, leadership behaviors, innovative work climate, organizational resources, internal organizational processes, and organizational success in shaping this effect. In this regard, the study not only explains the relationship between creative self-efficacy and IWB on an individual basis but also comprehensively identifies the organizational conditions under which this relationship becomes stronger.

2. Theoretical framework

The research is based on the assumption that the emergence of IWB is shaped not only by individual characteristics but also by the interaction between individual potential and the organizational context. In this regard, it is acknowledged that both individual and organizational dynamics work together in transforming employees' confidence in their creative capabilities into IWB. In other words, tendencies toward generating new ideas, developing them, and translating them into practice depend not only on employees' perceptions of their own creative competence; they are also closely related to the extent to which the organization creates space for innovation, supports such contributions, and values them. Thus, the study presents a comprehensive theoretical framework that evaluates IWB as a multidimensional process.

2.1. Creative self-efficacy and IWB

Creative self-efficacy is defined as an individual's belief in their ability to produce creative outcomes within the scope of their roles (Tierney and Farmer, 2002). Thus, the concept represents a form of self-efficacy belief specific to creative tasks, expressing an employee's confidence in their capacity to generate new ideas, develop alternative solutions, and translate these ideas into practice. Individuals with high creative self-efficacy are more likely to participate in creative processes and act more decisively when faced with uncertain tasks and persist in their efforts in the face of difficulties (Sutantina, 2026; Tierney and Farmer, 2011).

According to Social Cognitive Theory (Bandura, 1986), individuals act not only based on what they believe they can do but also on their beliefs regarding the extent to which they can succeed. In this context, creative self-efficacy can be considered an important personal and cognitive resource in employees' orientation toward IWB because IWB involves not only generating new ideas but also articulating, defending, developing, and implementing them. This process often entails risks such as uncertainty, the possibility of criticism, and encountering resistance (Dar, Ahmad, Badar and Kundi, 2024; Etikariena and Widyasari, 2020). Under such conditions, employees who have self-assurance in their creative capacity are more likely to exert effort and engage in innovative initiatives (Bandura, 2012; Tierney and Farmer, 2011). The Componential Theory of Creativity (Amabile, 1983) also supports this relationship. Accordingly, creative performance emerges from the blend of domain knowledge, cognitive processes related to creativity, and task motivation (Amabile, 1996). In this regard, creative self-efficacy is closely linked to the motivational dimension. Individuals with high creative self-efficacy allocate more mental energy to creative tasks, engage more intensely in these processes, and are more willing to translate novel ideas into action (Amabile and Pratt, 2016; Tierney and Farmer, 2002). Therefore, creative self-efficacy can be considered an important variable to be taken into account in explaining IWB. Based on this information, the study's relevant hypothesis is as follows:

H1: Creative self-efficacy positively and significantly influences innovative work behavior (IWB).

2.2. The moderating role of innovation culture dimensions

While creative self-efficacy is expected to have a positive and significant effect on IWB, this effect is expected to occur with varying degrees of strength across different organizational contexts. Environmental factors can either facilitate or limit the transformation of an individual's cognitive beliefs into behavior (Bandura, 1986). Therefore, while an employee's confidence in their creative capacity forms an important foundation for innovative behavior, the strength of this relationship also depends on the nature of the organizational environment in which the employee operates. In this study, the aforementioned contextual structure is examined based on Rao and Weintraub's (2013) innovative culture model. According to this model, innovation culture consists of six core dimensions: organizational values, leadership behaviors, innovative work climate, organizational resources, internal organizational processes, and organizational success (Çubukcu, Karaboğa and Ayaz, 2023; Rao and Weintraub, 2013). When considered together, these dimensions can indicate the extent to which an organization's cultural structure supports innovation. In this context, it is hypothesized that the subdimensions of innovation culture may play a moderating role in the relationship between creative self-efficacy and IWB.

2.2.1. The moderating role of organizational values

Organizational values form the fundamental framework that determines which behaviors are considered legitimate, important, and worthy of encouragement within an organization (Bourne and Jenkins, 2013; Qasim and Laghari, 2025). Values that support learning, openness, change, and experimentation provide a more conducive environment for employees to engage in innovative behaviors (Aslam, Qammar, Nawaz and Ahmed, 2026). Indeed, it is noted that organizational values such as open communication, support, autonomy, accountability, collaboration, and trust support employees' creativity and innovative thinking (Balková, Lejsková and Ližbetinová, 2022). Similarly, it is stated that organizational environments that encourage learning and agile learning processes contribute to employees' innovative behavior through employee commitment and perceived organizational support (Jo and Hong, 2022). Furthermore, it is emphasized that organizational values

provide a framework that shapes creative self-efficacy and innovation; therefore, in organizations that value learning and innovation, employees' creative and innovative behaviors become more visible (Li, Li, Li, Liu and Deng, 2023; Song, Inmor and Cuijten, 2024). Therefore, it is believed that under conditions in which organizational values supporting innovation are high, the transformation of creative self-efficacy into IWB will be stronger.

H2: Organizational values that support innovation will moderate the positive relationship between creative self-efficacy and innovative work behavior (IWB), such that this relationship will be stronger when these values are high.

2.2.2. The moderating role of leadership behaviors

Leadership behaviors directly shape employees' perceptions of which behaviors are supported and which initiatives are valued. A leadership approach that is supportive, empowering, provides feedback, and grants employees autonomy increases their confidence in developing new ideas and implementing them (Alghamdi, 2018). Recent studies indicate that innovation-focused leadership behaviors positively influence employees' IWBs (Liehr and Hauff, 2025). Similarly, it is noted that leaders' coaching-oriented behaviors support both the generation of innovative ideas and the implementation of those ideas (Pajuoja, Inmor and Cuijten, 2025). It is stated that a leader's supportive attitude enhances commitment to change, thereby increasing innovative behavior (Jun and Lee, 2023). In this context, it is believed that leadership behaviors that encourage innovation will strengthen the likelihood that employees with high creative self-efficacy will exhibit IWB.

H3: Innovation-oriented leader behaviors will moderate the positive relationship between creative self-efficacy and innovative work behavior (IWB), such that this relationship will be stronger when these leader behaviors are high.

2.2.3. The moderating role of an innovative work climate

An innovative work climate reflects how employees perceive their work environment in terms of trust, autonomy, and openness to experimentation (Hendrikx, Schreurs, and Jansen in de Wal, 2022). Since IWB involves uncertainty and the possibility of making mistakes, it can be argued that employees need a psychologically safe and supportive climate to exhibit such behaviors. Indeed, it has been demonstrated that the organizational climate directly and positively influences employees' IWB, and this relationship is further strengthened through organizational learning behavior (Dewantara, Asmony, and Nurmayanti, 2023). It is noted that a supportive, trusting, and innovation-focused climate positively shapes employees' knowledge acquisition processes and their tendency to transform acquired knowledge into innovative solutions (Wang, Xu and Liu, 2022; You, Hu, Li, Wang and Xu, 2022). Therefore, it is assessed that in environments with a high innovative work climate, the transformation of creative self efficacy into IWB will be stronger.

H4: Innovative work climate will moderate the positive relationship between creative self-efficacy and innovative work behavior (IWB), such that this relationship will be stronger when innovative work climate is high.

2.2.4. The moderating role of organizational resources

The occurrence of innovative behavior is associated not solely with individual confidence and motivation but also with the availability of organizational resources that support such behavior. Resources such as time, information, technology, training opportunities, managerial support, and a collaborative infrastructure facilitate employees' ability to transform creative ideas into tangible results. Indeed, it is noted that investments in organizational training and development increase internal learning practices, which in turn enhance innovative performance (Sung and Choi, 2014). It is also stated that elements such as competencies focused on learning, knowledge-sharing systems, and openness to new ideas contribute to increasing innovation capacity (Haile and Tüzüner, 2022). Furthermore, it has been demonstrated that perceived organizational support increases the likelihood of employees generating new ideas and exhibiting innovative behavior (Al-Taie and Khattak, 2024). Therefore, it is assessed that under conditions in which organizational resources are sufficient, the transformation of creative self-efficacy into IWB is stronger.

H5: Organizational resources that support innovation will moderate the positive relationship between creative self-efficacy and innovative work behavior (IWB), such that this relationship will be stronger when these resources are high.

2.2.5. The moderating role of internal organizational processes

Internal organizational processes refer to the institutional mechanisms that guide the evaluation, development, and execution of innovative ideas. The sustainability of innovative behaviors and their transformation into organizational outcomes are closely linked to the extent to which these processes are transparent, functional, and supportive. While it is important for employees to have confidence in their creative capabilities, the transformation of this confidence into IWB is also linked to how ideas are received within the organization and through which processes they can be implemented (Hameli, Vehapi and Tafili, 2025). Within this context, the presence of organizational processes that support innovation strengthens the likelihood that employees with high creative self-efficacy will exhibit IWB (Akbulut and Yiğit, 2025; Özkan, 2017).

H6: Internal organizational processes that support innovation will moderate the positive relationship between creative self-efficacy and innovative work behavior (IWB), such that this relationship will be stronger when these processes are high.

2.2.6. The moderating role of organizational success

Organizational success refers to an organization's ability to achieve its goals in an effective and sustainable manner (Nafei, 2016). In this context, organizational success is not limited to short-term performance or financial results; it also encompasses elements such as adaptability, learning, and development. In this regard, organizational success can be viewed as a crucial contextual indicator revealing which outcomes the organization values and which contributions it visibly recognizes. Indeed, it is noted that success-oriented organizational environments foster innovative behavior by strengthening employees' belief in their creativity (Yang and Zhou, 2022). In other words, in structures where innovation and development are viewed as part of organizational success, employees are more prone to transform their confidence in their creative capacities into IWB. Therefore, it is assessed that the effect of creative self-efficacy on IWB becomes more pronounced under conditions in which organizational success supporting innovation is high.

H7: Organizational success will moderate the positive relationship between creative self-efficacy and innovative work behavior (IWB), such that this relationship will be stronger when organizational success is high.

The theoretical foundation of the relevant hypotheses is primarily based on Bandura's (1986) Social Cognitive Theory. According to the theory, behavior emerges as a result of the interaction between personal cognitive processes and external conditions. In this study, creative self-efficacy represents the individual cognitive process, while organizational values, leadership behaviors, innovative work climate, organizational resources, internal organizational processes, and organizational success represent the environmental factors. IWB, in turn, is the behavioral output of this interaction. Therefore, the transformation of an employee's belief in their creative capacity into innovative behavior depends not only on the individual's level of self-efficacy but also on the organizational environment's capacity to support, reinforce, and translate this belief into behavior. Thus, treating the subdimensions of innovation culture as moderating variables in the relationship between creative self-efficacy and IWB is grounded in a strong theoretical foundation. This interpretation also aligns with the Componential Theory of Creativity, which posits that creative and innovative outcomes are shaped not merely by individual characteristics but also by environmental support factors (Amabile, 1983; Amabile and Pratt, 2016). According to this theory, creative performance and innovative outcomes emerge from the mutual interaction of domain knowledge, cognitive processes related to creativity, task motivation, and environmental conditions. Within this framework, creative self-efficacy, based on an individual's belief in their ability to succeed in creative tasks, can be considered a key individual motivational source that fosters IWB. On the other hand, innovation culture represents the environmental conditions that influence the transformation of this individual potential into behavior. Within this framework, the

research model is structured on the theoretical foundation provided by Social Cognitive Theory and the Componential Theory of Creativity. The research model is presented in Figure 1.

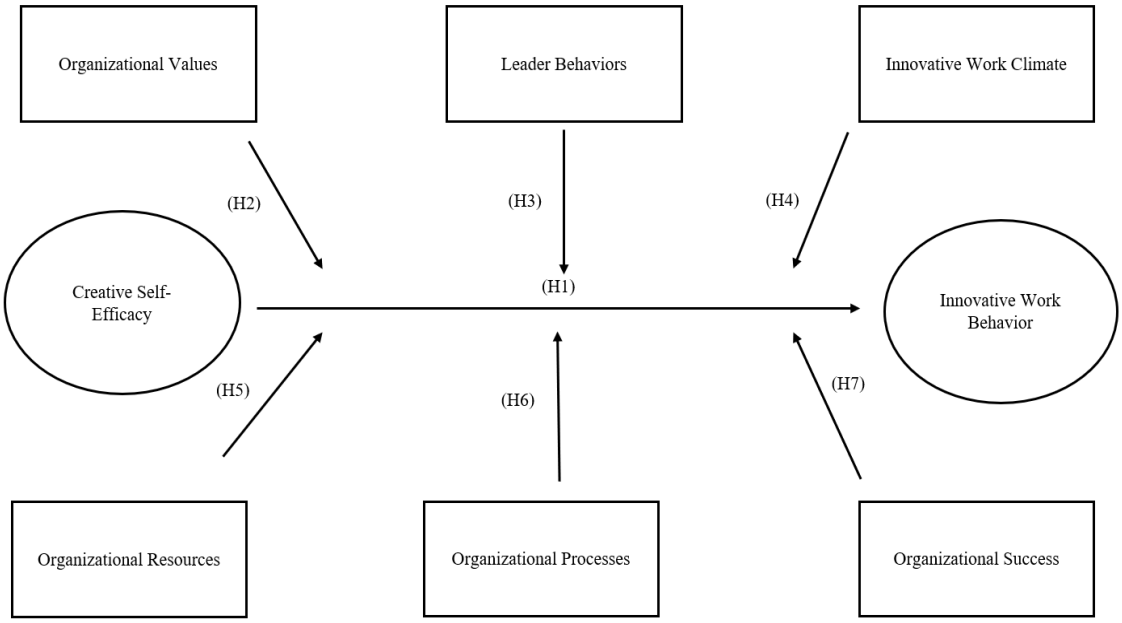


Figure 1. Research model (Source: Author's own elaboration).

3. Methods

3.1. Participants and procedure

The study was conducted with data collected from employees working in public institutions and private-sector companies operating in the information technology sector in Ankara. Data were collected between August 14 and September 15, 2025. Ethics committee approval for this study was granted by the Social and Humanities Research Ethics Committee of Hacettepe University on January 21, 2025, and documented in the official approval letter numbered E-66777842-300-00004012698. Data were collected by means of an online survey using snowball sampling. Participants approved the voluntary participation form before the study began; no personally identifying information was requested, and participants were informed that all responses would be kept and handled confidentially. Data from a total of 249 participants were included in the analysis. Of the sample, 60.2% were male and 39.8% were female. A significant number of participants were between the ages of 36 and 45 (39.0%), married (65.9%), and held a bachelor's degree (59.9%). In addition, 52.6% of the participants worked in the public sector, while 47.4% worked in the private sector. In terms of position within the organization, the largest proportion consisted of specialists (50.6%). In terms of length of service at the institution, the largest group consisted of those with less than 5 years of experience (37.4%); in terms of total work experience, the largest group consisted of those with 11-15 years of experience (30.9%). The participants' demographic information is presented in Table 1.

Table 1

Descriptive statistics for demographic characteristics

Variable	Category	n	%
Gender	Female	99	39.8
	Male	150	60.2
Age	18-25 years	24	9.60
	26-35 years	74	29.7
	36-45 years	97	39.0
	46-55 years	38	15.3
	56 years and above	16	6.40
Marital status	Single	85	34.1
	Married	164	65.9
Education level	High school	5	2.00
	Associate degree	6	2.40
	Bachelor's degree	149	59.9
	Graduate degree	89	35.7
Type of organization	Private sector	118	47.4
	Public institution	131	52.6
Position in organization	Specialist	126	50.6
	Assistant specialist	35	14.1
	Manager	55	22.1
	Other	33	13.2
Tenure in current organization	Less than 5 years	93	37.4
	5-10 years	58	23.3
	11-15 years	47	18.9
	16-20 years	19	7.60
	20 years and above	32	12.8
Total work experience	Less than 5 years	47	18.9
	5-10 years	38	15.2
	11-15 years	77	30.9
	16-20 years	39	15.7
	20 years and above	48	19.3

3.2. Measures

Data were collected using an online survey form. The survey form consisted of a voluntary participation form, a demographic information form, and scales designed to measure the research variables. Accordingly, the study measured the variables of innovation culture, IWB, and creative self-efficacy.

Innovation culture scale: Innovation culture was measured using the Innovation Quotient Model proposed by Rao and Weintraub (2013). The Turkish version of the scale is based on the study by Çubukcu et al. (2023). The scale consists of a total of 54 items and includes six dimensions: work climate, organizational values, processes, leadership behavior, resources, and success. In the original study of the scale, Cronbach's alpha coefficients were reported as .904 for values, .904 for resources, .948 for behaviors, .921 for processes, .906 for climate, and .923 for success. Items were answered using a 5 point- Likert -type scale (1 = Strongly disagree, 5 = Strongly agree).

Innovative work behavior- IWB scale: IWB was measured using the scale developed by De Jong and Den Hartog (2010) and adapted into Turkish by Çimen and Yücel (2017). The scale consists of 10 items and comprises the dimensions of idea generation, research, support, and implementation. In this study, however, the scale was analyzed based on the total score rather than by dimension. In the original

study of the scale, Cronbach's alpha was determined to be as .93. The items were evaluated using a 5-point Likert-type scale (1 = Never, 5 = Always).

Creative Self-Efficacy Scale: Creative self-efficacy was measured using the scale introduced by Tierney and Farmer (2002) and adapted into Turkish by Atabek (2020). The scale consists of three items. The Cronbach's alpha coefficient for the Creative Self-Efficacy Scale was reported to range between .83 and .87 in the original study. In this study, the scale scores were analyzed based on the total score rather than on subscales. The scale was measured on a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree).

4. Results

4.1. Preliminary analysis

Before conducting the main analyses, the dataset was screened for data entry errors, missing values, normality, and outliers. The checks revealed no coding errors, and no missing data were found on any scale. An examination of univariate outliers indicated that all z-scores fell within the range of ±3.29. Additionally, the fact that the skewness and kurtosis values calculated at the item and variable levels fell within the ±3 limits indicating that the assumption of normality was satisfied analysis based on Mahalanobis distances also revealed that there were no multivariate outliers in the dataset. These findings indicate that the dataset is considered suitable for subsequent analysis.

Table 2 summarizes the means, standard deviations, and intercorrelations of the study variables. These findings suggest that the relationships among the variables provide initial support for the hypotheses. Accordingly, a positive and significant relationship was found between creative self-efficacy and IWB. ($r = .483$, $p < .001$). Additionally, creative self-efficacy is positively correlated with organizational values supporting innovation ($r = .444$, $p < .001$), organizational resources supporting innovation ($r = .320$, $p < .001$), an innovative work climate ($r = .548$, $p < .001$), organizational processes supporting innovation ($r = .345$, $p < .001$), innovation-oriented leadership behaviors ($r = .353$, $p < .001$), and organizational success supporting innovation ($r = .437$, $p < .001$). Similarly, positive and significant relationships were also identified between IWB and the dimensions of innovation culture. In this context, IWB is positively and significantly correlated with organizational values supporting innovation ($r = .661$, $p < .001$), organizational resources supporting innovation ($r = .650$, $p < .001$), an innovative work climate ($r = .697$, $p < .001$), organizational processes supporting innovation ($r = .657$, $p < .001$), innovation-oriented leadership behaviors ($r = .614$, $p < .001$), and organizational success supporting innovation ($r = .669$, $p < .001$).

Table 2

Descriptive statistics, reliability coefficients, and correlations of the study variables

Variable	M	SD	1	2	3	4	5	6	7	8
1.Values	3.29	0.81	.910							
2.Leader behaviors	2.96	0.95	.768**	.950						
3.Work climate	3.27	0.80	.822**	.747**	.900					
4.Resources	2.83	0.84	.716**	.786**	.708**	.940				
5.Processes	2.88	0.80	.729**	.776**	.717**	.832**	.930			
6.Success	3.09	0.89	.749**	.742**	.770**	.827**	.840**	.940		
7.Innovative work behavior	3.37	0.77	.661**	.614**	.697**	.650**	.657**	.669**	.940	
8.Creative self-efficacy	4.10	0.73	.444**	.353**	.548**	.320**	.345**	.437**	.483**	.830

Note. N=249. *p <0.05; **p<0.01. Numbers in the diagonal represent Cronbach's α values.

Since the scales used in the study had previously been adapted into Turkish and their validity had been established, the measurement model was tested through confirmatory factor analysis using AMOS 25. In the first stage, the Innovation Culture Scale was evaluated internally across its six subdimensions, considering its multidimensional structure. The initial model did not show adequate fit to the data ($\chi^2/df = 2.692$, CFI = .818, RMSEA = .083). In line with the modification indices, the model was revised by defining covariance among the error terms of some items under the same dimension. An

improvement in fit indices was observed in the revised model (χ^2/df = 2.484, CFI = .841, TLI = .833, RMSEA = .077). However, since the CFI and TLI values, in particular, remained below the recommended thresholds, the model was assessed as offering only a limited level of acceptability rather than a good fit. On the other hand, the factor loadings for all items were statistically significant ($p < .001$) and largely exceeded .60. A second confirmatory factor analysis was also conducted using an integrated model that included the innovation culture, IWB, and creative self-efficacy scales. The fit indices for the model incorporating all three scales indicated that the model demonstrated acceptable fit (χ^2/df = 2.091, CFI = .853, TLI = .846, RMSEA = .066). Additionally, it was determined that item loadings ranged from .60 to .895 and were all statistically significant at the $p < .001$ level. These results indicate that the measurement model provides sufficient support for further analyses regarding construct validity.

4.2. Hypotheses testing

The PROCESS Macro Model 1, developed by Hayes (2022), was used to examine the moderating role of the dimensions of innovation culture in the effect of creative self-efficacy on IWB. Subsequently, the hypotheses were tested using AMOS 25 through structural equation modeling. First, the moderating role of organizational values supporting innovation in the relationship between creative self-efficacy and IWB was examined. The findings indicated that the model was significant and that the variables explained approximately 48% of the variance in IWB ($R^2 = .485$, $F(3, 245) = 76.77$, $p < .001$). The effect of creative self-efficacy on IWB was found to be positive and significant (b = 1.88, SH = .399, t = 4.72, $p < .001$, 95% CI [1.095, 2.667]). Thus, the study's first hypothesis, stating that "Creative self-efficacy positively and significantly influences IWB," was confirmed. Similarly, the direct effect of organizational values supporting innovation on IWB was also positive and significant (b = 4.28, SH = .394, t = 10.87, $p < .001$, 95% CI [3.509, 5.061]). In contrast, the interaction effect between creative self-efficacy and organizational values supporting innovation was not significant (b = .423, SH = .384, t = 1.10, p = .272, 95% CI [-.334, 1.18]). The contribution of the interaction term to the model was also found to be insignificant ($\Delta R^2 = .003$, $F(1, 245) = 1.21$, p = .272). These findings indicate that the effect of creative self-efficacy on IWB does not vary significantly depending on the level of organizational values.

Second, the moderating role of innovation-oriented leader behaviors in the relationship between creative self-efficacy and IWB was examined. The model was found to be significant and explained approximately 46% of the variance in IWB ($R^2 = .459$, $F(3, 245) = 69.19$, $p < .001$). The effect of creative self-efficacy on IWB was positive and statistically significant (b = 2.28, SE = .401, t = 5.677, $p < .001$, 95% CI [1.486, 3.066]). In addition, the direct effect of innovation-oriented leader behaviors was significant (b = 3.91, SE = .387, t = 10.103, $p < .001$, 95% CI [3.148, 4.673]). However, the interaction term was not statistically significant (b = -.213, SE = .373, t = -.571, p = .569, 95% CI [-.948, .522]). Moreover, the interaction term did not make a significant contribution to the model ($\Delta R^2 = .001$, $F(1, 245) = .326$, p = .569). Accordingly, the hypothesis stating that innovation-oriented leader behaviors moderate the positive relationship between creative self-efficacy and IWB, such that this relationship is stronger when innovation-oriented leader behaviors are high, was not supported.

Third, the moderating role of innovative work climate in the relationship between creative self-efficacy and IWB was investigated. The results indicated that the model was statistically significant and accounted for approximately 50% of the variance in IWB ($R^2 = .501$, $F(3, 245) = 82.127$, $p < .001$). The effect of creative self-efficacy on IWB was positive and statistically significant (b = 1.20, SE = .438, t = 2.75, p = .006, 95% CI [.343, 2.067]). The direct effect of innovative work climate was also positive and statistically significant (b = 4.75, SE = .415, t = 11.43, $p < .001$, 95% CI [3.932, 5.568]). In contrast, the interaction term was not statistically significant (b = .251, SE = .353, t = .711, p = .478, 95% CI [-.444, .947]). Therefore, the hypothesis proposing that innovative work climate moderates the positive relationship between creative self-efficacy and IWB, such that the relationship is stronger when innovative work climate is high, was not supported.

Fourth, the moderating role of innovation-supporting organizational resources in the relationship between creative self-efficacy and IWB was examined. The model was statistically significant and explained approximately 50% of the variance in IWB ($R^2 = .506$, $F(3, 245) = 83.79$, $p <$

.001). The effect of creative self-efficacy on IWB was positive and statistically significant (b = 2.35, SE = .381, t = 6.173, p < .001, 95% CI [1.602, 3.104]). The direct effect of organizational resources was also significant (b = 4.24, SE = .365, t = 11.644, p < .001, 95% CI [3.528, 4.964]). However, the interaction term was not statistically significant (b = -.016, SE = .356, t = -.046, p = .963, 95% CI [-.717, .684]). Accordingly, the hypothesis proposing a moderating role of innovation-supporting organizational resources was not supported.

Fifth, the moderating role of innovation-supporting internal organizational processes in the relationship between creative self-efficacy and IWB was examined. The findings indicated that the model was significant and explained approximately 51% of the variance in IWB (R^2 = .508, F (3, 245) = 84.15, p < .001). The effect of creative self-efficacy on IWB was positive and significant (b = 2.15, SE = .381, t = 5.648, p < .001, 95% CI [1.40, 2.90]). The direct effect of internal organizational processes was also significant (b = 4.29, SE = .368, t = 11.678, p < .001, 95% CI [3.572, 5.021]). However, the interaction term was not statistically significant (b = -.357, SE = .397, t = -.899, p = .370, 95% CI [-1.139, .425]). These results do not support the moderating role of innovation-supporting internal organizational processes.

Finally, the moderating role of innovation-supporting organizational success in the relationship between creative self-efficacy and IWB was tested. The model was found to be significant and explained approximately 49% of the variance in IWB (R^2 = .494, F(3, 245) = 79.74, p < .001). The effect of creative self-efficacy on IWB was positive and significant (b = 1.71, SE = .405, t = 4.219, p < .001, 95% CI [0.91, 2.51]). The direct effect of organizational success was also positive and significant (b = 4.37, SE = .389, t = 11.232, p < .001, 95% CI [3.604, 5.137]). However, the interaction term was not significant (b = -.338, SE = .385, t = -.878, p = .381, 95% CI [-1.096, .42]). Accordingly, the moderating role of organizational success in supporting innovation was not supported. Overall, creative self-efficacy was found to have a positive and significant effect on IWB across all models. Similarly, all dimensions of innovation culture exhibited significant direct effects on IWB. However, none of the dimensions of innovation culture demonstrated a statistically significant moderating effect on the relationship between creative self-efficacy and IWB.

The proposed hypotheses were also tested using structural equation modeling (SEM) in AMOS, and a moderated structural model was developed accordingly. The goodness-of-fit indices indicated that the model demonstrated an acceptable fit to the data (CMIN/df = 2.50, CFI = .987, AGFI = .862, GFI = .963, TLI = .957, RMSEA = .078). These results suggest that the proposed structural model is supported by the dataset. Regarding the regression coefficients, innovative work climate (β = .219, p = .010), innovation-supporting internal processes (β = .223, p = .019), and creative self-efficacy (β = .186, p < .001) were found to have positive and significant effects on IWB. The effects of the other variables were not statistically significant. Moreover, the model explained 53.3% of the variance in IWB (R^2 = .533). Bootstrap analysis results further supported the robustness of the findings. With regard to moderating effects, the interaction terms between innovation culture dimensions and creative self-efficacy were not statistically significant. Although a marginal tendency toward significance was observed for the interaction between innovation-supporting organizational values and creative self-efficacy (p = .079), overall, the moderating effects were not supported. These findings indicate that innovation culture primarily operates through direct effects on IWB rather than by moderating the relationship between creative self-efficacy and IWB.

5. Discussion

This study examined the effect of creative self-efficacy on IWB and the potential moderating role of the subdimensions of innovation culture within this relationship. The findings indicate that creative self-efficacy is a strong and consistent predictor of IWB. Both PROCESS analyses and the structural model tested using AMOS revealed that as employees' confidence in their own creative capabilities increases, so does their tendency to generate new ideas, develop them, advocate for them, and translate them into practice. This result aligns strongly with Social Cognitive Theory (Bandura, 1986). According to this theory, self-efficacy determines not only individuals' perceptions of their capacity to perform a specific task but also the extent to which they will exert effort in challenging tasks, how persistent they will be in the face of obstacles, and how they will respond to uncertainty (Bandura,

1997). Given that IWB inherently involves risk, uncertainty, the possibility of making mistakes, and social pressure, the emergence of creative self-efficacy as one of the most fundamental individual precursors of this behavior is a theoretically expected outcome (Chen, 2024; Hameli et al., 2025; Tierney and Farmer, 2002). Recent empirical studies also support the importance of individual psychological and creative factors in explaining innovative behavior. Takeed et al. (2025) found that creative self-efficacy positively influences innovative work practices, indicating that employees' belief in their creative capabilities is an important factor in translating creative potential into innovative actions. Similarly, Imran et al. (2025) showed that psychological safety and creative potential mediate the relationship between democratic leadership and employee innovative behavior by creating a supportive environment for idea sharing and enabling employees to generate and implement novel ideas. Although these studies focus on different antecedents and mechanisms, their findings are consistent with the present study in showing that innovative behavior is closely associated with employees' creative self-efficacy, creative potential, and supportive psychological conditions.

Another finding of the study is the presence of a significant and positive correlation between IWB and the subdimensions of innovation culture. As organizational values, innovation-oriented leadership behaviors, an innovative work climate, organizational resources, internal organizational processes, and an orientation toward organizational success increase, employees' IWBs also increase. Similarly, the positive correlation between creative self-efficacy and the dimensions of innovation culture indicates that individual creative confidence does not operate independently of the organizational context. In particular, the stronger relationship between creative self-efficacy and the innovative work climate suggests that employees' perceptions of creative competence can be strengthened in organizational environments that are open to learning, encourage experimentation, and view reasonable risk-taking as legitimate. This point aligns with Amabile's (1983) approach to explaining creativity and innovation. According to Amabile (1983, 1988), creativity and innovation are not merely the product of individual knowledge, skills, and motivation, but also of the support, freedom, resources, and incentive mechanisms provided by the organizational environment. Therefore, the current findings position creative self-efficacy and innovation culture not as independent of one another, but as two complementary sources that nourish IWB at different levels.

The most noteworthy result of the study emerges from the distinction between the direct effects and moderating effects of the subdimensions of innovation culture. In the PROCESS analyses, when each dimension of innovation culture was included in the model separately, it was observed that these dimensions had direct, positive, and also significant effects on IWB. In contrast, the lack of significance in the interaction terms between creative self-efficacy and the dimensions of innovation culture indicates that innovation culture does not function as a moderating condition that alters the degree of association between creative self-efficacy and IWB. In other words, rather than acting as a catalyst whose effect varies depending on employees' levels of creative self-efficacy, innovation culture provides a general organizational foundation that facilitates innovative behavior for all employees. This finding is theoretically significant because the results require us to rethink the role of innovation culture not as a "conditional structure that strengthens or weakens the relationship," but as a directly effective and broadly operating contextual support system. This result partly converges with and partly differs from Cindiloğlu Demirer and Yaşar's (2025) findings. Their study found that innovative organizational culture has a significant and positive effect on innovative work behavior and fully mediates the relationship between transformational leadership and innovative work behavior. The first finding is consistent with the present study's result that the dimensions of innovation culture have direct, positive, and significant effects on IWB. However, while Cindiloğlu Demirer and Yaşar's (2025) study positioned innovative organizational culture as a mediating mechanism, the present study did not find evidence that innovation culture strengthens or weakens the relationship between creative self-efficacy and IWB. This difference suggests that innovation culture may be better understood as an organizational factor that directly supports innovative work behavior or operates as a mediating mechanism in certain models, rather than as a moderating condition. Therefore, the non-significant moderation findings should not be interpreted as evidence that innovation culture is unimportant; rather, they indicate that its role may be more generally enabling than conditional. At this point, Bandura's (1986) explanation based on individual beliefs complements Amabile's (1983) perspective on creativity. While creative self-efficacy

explains an individual's orientation toward innovative behavior, innovation culture provides the environment in which this behavior can emerge, be accepted, and be sustained within the organization.

The structural model established using AMOS, however, offers a distinctive perspective. When all subdimensions were included in the model simultaneously, it was found that only the variables of innovative work climate, internal organizational processes, and creative self-efficacy retained their significant effects on IWB. On the other hand, the dimensions of organizational values, leadership behaviors, organizational resources, and organizational success did not retain their significance. This difference can be explained by the high correlations and shared variance among the dimensions of innovation culture. While each dimension appears to be an important factor supporting innovative behavior when examined separately, only those dimensions that produce more specific and direct effects emerge when common effects are controlled for. In this context, the distinct emergence of an innovative work climate and internal organizational processes suggests that IWB is shaped not so much by abstract norms as by concrete climatic and procedural arrangements encountered in daily operations. In other words, while values and leadership discourses that support innovation are important, their translation into employee behavior often occurs through more immediate organizational mechanisms, such as the extent to which ideas can be voiced, how errors are addressed, and how flexibly processes are designed. Findings regarding the measurement model also support this argument. Given that the fit indices in the confirmatory factor analysis results of the innovation culture scale did not fully reach optimal values, yet the item-factor and subdimension-superdimension relationships were found to be strong and significant, indicates that innovation culture is a multilayered and comprehensive construct that is difficult to capture empirically. Therefore, the lack of support for the moderation effect should not be interpreted as indicating that innovation culture is ineffective. Instead, this finding suggests that such a multidimensional and inclusive organizational structure, composed of closely related components, may be more difficult to observe at the level of interaction effects. Indeed, the literature emphasizes that moderation effects are structurally more difficult to identify in field studies, and that this difficulty increases further when interaction terms produce limited variance (McClelland and Judd, 1993). Therefore, the findings of this study do not diminish the importance of innovation culture; on the contrary, they suggest that its direct and general effects may be more dominant than its conditional effects.

Overall, this study demonstrates that creative self-efficacy is one of the key individual determinants of IWB, while innovation culture provides the fundamental organizational context that enables this behavior, particularly through an innovative work climate and internal organizational processes. Accordingly, IWB is explained, on the one hand, by the individual's belief in their own creative capacity, and on the other hand, by the presence of a supportive organizational climate and processes capable of transforming this capacity into action (Cindiloğlu Demirer and Yaşar, 2025; Imran et al., 2025; Takeed et al., 2025). However, within the framework of this study's findings, these two levels do not appear as structures that significantly enhance or reduce each other's effects, but rather as complementary mechanisms that operate through different channels and jointly foster innovative behavior.

5.1. Theoretical implications

This study makes a valuable theoretical contribution to the literature by examining the relationship between creative self-efficacy and IWB within a comprehensive framework that includes the six dimensions of innovation culture. The study's primary strength lies in integrating the concept of self-efficacy, which plays a critical role in Bandura's Social Cognitive Theory (1986), with innovation culture approaches that emphasize the impact of the organizational context on innovation, all within a single model. In this regard, the study demonstrates that IWB cannot be explained by individual psychological resources alone, nor by organizational structures alone; rather, this behavior must be understood within the interplay of individual and organizational levels. Additionally, the lack of support for the moderating effects of innovation culture's subdimensions opens up an important area for re-evaluating the theoretical standing of this construct. The findings suggest that innovation culture functions not as a "conditional reinforcing" mechanism in the relationship between creative self-efficacy and IWB, but rather as a general organizational support system that facilitates the direct emergence of innovative behavior. This result indicates that, in the future, it may be more explanatory to consider

innovation culture as a primary effect or a potential mediating mechanism. In other words, culture is not merely an external environmental factor that enhances an individual's existing creative confidence; it is the organizational framework itself within which innovative behavior becomes legitimate, encouraged, and sustainable.

Furthermore, the fact that this study was conducted in the Turkish context, using a sample of public and private sector organizations active in information technology and related fields, is also valuable from the perspective of the local literature. While these findings demonstrate that the relationship between creative self-efficacy and IWB is strongly supported in the Turkish context as well, they also highlight which specific dimensions of innovation culture are particularly distinctive. In particular, the prominence of an innovative work climate and internal organizational processes underscores the importance of context-sensitive theoretical interpretations. Due to the nature of work in the information technology sector, there is a higher degree of rapid change, uncertainty, and a constant need for problem-solving (Shrivastava, Pazzaglia, Sonpar and McNamara, 2015). Therefore, the presence of an environment in which employees can safely share their creative ideas and effective processes to implement them has become just as critical as the generation of those ideas. In this context, the innovative work climate and internal organizational processes play a more prominent role in the emergence of IWB in the information technology sector. Ultimately, the fact that the same conceptual model was tested using both PROCESS and structural equation modeling demonstrates the need to consider theoretical interpretations alongside methodological sensitivity. The fact that organizational dimensions, which are reflections of the same superstructure, exhibit significance at different levels across various analyses offers an important opportunity to understand which structures operate more fundamentally and which operate more indirectly.

5.2. Practical implications

The research findings have notable implications for managers and human resources practitioners. First, the fact that creative self-efficacy emerges as a significant predictor of IWB across all models indicates that organizations need to systematically strengthen employees' trust in their creative capabilities. Practices such as training and development programs, mentoring, coaching, constructive feedback mechanisms, and making success stories visible can increase the likelihood of IWB by supporting employees' belief that they can make creative contributions. This finding demonstrates that, for organizations, innovation is not merely a matter of "finding creative employees"; it is also a matter of developing practices that nurture employees' creative self-efficacy (Abbas and Abbas, 2023; Ghosh, Sengupta, Narayanamurthy and Ishizaka, 2023). Furthermore, the fact that an innovative work climate and internal organizational processes emerge as particularly strong determinants indicates that IWB cannot develop sustainably without appropriate organizational conditions. Therefore, managers must establish a work environment in which making mistakes is not automatically punished, idea sharing is encouraged, unnecessary bureaucratic bottlenecks are reduced, and collaboration is supported. This finding clearly demonstrates that innovation is not merely a matter of individual performance expectations but is made possible by the climate and processes that foster such behavior.

The fact that the direct moderating impact of innovation culture was not substantiated sends an important practical message to managers. Accordingly, innovation culture is not a tool that selectively enhances the potential of certain employees, but rather a common ground that enables all employees to exhibit innovative behavior. Therefore, elements such as psychological safety, a learning-oriented approach to mistakes, time and resource support, open communication, and top management buy-in must be designed to extend not just to specific employee groups but to the entire organization. Finally, the findings indicate that innovation culture must be addressed not through piecemeal interventions but as a holistic system. Values, leadership, organizational climate, processes, and resources are interdependent structures. Therefore, providing leadership training alone, allocating resources alone, or increasing performance pressure alone will not be sufficient. A more effective approach is to implement individual development practices that nurture organizational members' creative self-efficacy alongside structural and cultural arrangements that facilitate the translation of this potential into action.

5.3. Limitations and suggestions for future research

The findings of this study should be interpreted within the context of certain methodological and contextual limitations. First, the study was conducted using a cross-sectional design. The fact that data were collected at a single point in time makes it difficult to draw definitive conclusions regarding the causal nature of the relationships between creative self-efficacy, innovation culture, and IWB. Therefore, the use of longitudinal and experimental designs in future research may provide a clearer understanding of both the development of creative self-efficacy over time and the effects of organizational interventions on innovative behavior. Additionally, the fact that all variables were measured using self-report scales carries the risk of common-method bias. In future research, supporting the assessment of IWB not only with employee self-reports but also with managerial evaluations, peer feedback, or more objective performance indicators will yield stronger and more balanced results. On the other hand, the fact that the sample is limited to public and private sector participants working in information technology and related fields in Turkey restricts the generalizability of the findings to different sectors and countries. Therefore, studies conducted in different contexts, such as manufacturing, healthcare, education, finance, and entrepreneurial ecosystems, could more clearly demonstrate how the association between creative self-efficacy and innovation culture varies across contexts.

6. Conclusion

This study has shown the determining role of creative self-efficacy in IWB and the role of innovation culture in this process. The findings clearly demonstrate that as employees' beliefs and confidence in their creative capabilities increase, their tendency to exhibit innovative behavior also strengthens. Furthermore, the subdimensions of innovation culture were found to be significantly related to IWB; in particular, the innovative work climate and internal organizational processes emerged as prominent organizational factors in the emergence of innovative behavior. However, contrary to expectations, innovation culture was not found to play a significant moderating role in this relationship. This result indicates that IWB is not merely the product of an individual's perception of competence, but also of the organizational foundation that enables this competence to translate into action. In other words, innovation cannot be explained solely by either the "creative individual" or the "supportive organization"; its true power emerges at the intersection of individual creative confidence and organizational facilitation. In this regard, the study not only makes a meaningful contribution to the literature but also demonstrates to managers that sustainable innovation is achievable through the combined strengthening of creative human resources and appropriate organizational strategies and processes.

Author statement

Research and publication ethics statement

This study has been prepared in accordance with the ethical principles of scientific research and publication.

Approval of the ethics board

To conduct this study, ethics committee approval was obtained from the Hacettepe University Social and Humanities Research Ethics Committee at its meeting dated 21.01.2025. The approval was documented in the official letter dated 27.01.2025 and numbered E-66777842-300-00004012698.

Author contribution

Kerem Arda Dağ: Conceptualization, research design, literature review, data collection, data analysis, and presentation of findings.

Semra Güney: Supervision, conceptualization, research design, review and interpretation of results, critical revision, and final approval of the manuscript.

Saadet Sinap: Methodological refinement, interpretation of findings, manuscript writing, literature development, and critical revision of the manuscript.

Conflict of interest

There is no conflict of interest arising from the study for the authors or third parties.

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