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The Effect of Employee Creativity on Subjective Well-Being: The Mediation Role of Innovative Work-Behavior

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Abstract
The aim of this study is to determine whether employee creativity (EC) has a significant effect on subjective well-being (SWB) and, if there is a significant effect, to identify whether innovative work behavior (IWB) plays a mediating role in this effect. For this purpose, data was collected from employees working as public personnel through a survey method. The data obtained was analyzed using the SmartPLS program, with Partial Least Squares (PLS) structural equation modeling employed to evaluate the validity of the constructs and the relationships between them. The analyses conducted indicated a significant relationship between EC and SWB, as well as between EC and IWB. Furthermore, the study found a significant and positive relationship between employees' IWB and their SWB. Additionally, in the relational network, IWB was identified as having a mediating role in the effect of EC on SWB.

Keywords
Subjective Well-Being, Innovative Work-Behavior, Employee Creativity

INTRODUCTION

Today, with the rapid advancement of technology, new sources of information have emerged, and this development has enabled people to access more information than they need. This situation, coupled with increased competition in the business environment, has enhanced employees' commitment to their work and, consequently, their job satisfaction. This commitment and satisfaction have led to an improvement in innovative skills. Just as technology is essential for organizations, the human factor has become equally vital. With technological advancement, organizations have become part of national and international development, transforming the opportunities offered by the era into potential by utilizing technological tools. As a result of globalization, competition has intensified. In today's competitive environment, producing more goods and offering them for sale is no longer sufficient. As geographical boundaries disappear, changes and competition increase, making innovative perspectives and creativity even more significant. To stand out; creativity, innovation, and differentiation from and outpacing competitors are essential. It is no longer enough to simply have more

information or to receive it quickly. In a world where innovations spread rapidly, it is increasingly important to create new, previously unexplored connections between accessible information. In this differentiated world, one of the key factors that organizations need to be more resilient and maintain strength in a competitive environment is the ability to create. In this context, it is believed that employee creativity will impact SWB, which is considered essential for enhancing productivity within the organization.

In this context, this study aims to measure the mediating effect of IWB on the relationship between EC and SWB. The rapid advancement of technology has greatly influenced organizational strategies. To ensure that organizational strategies are compatible with technology, the areas of technology use within organizational environments have also expanded. It has become imperative for organizations to develop in line with technological innovations. Organizations that evolve and use technology as a tool in this development are one step ahead of their competitors. In line with these developments, there are significant differences concerning the individuals working within the organization. One of these differences is the emergence of IWB within organizations. De Jong and Den Hartog (2008) define IWB as a personal approach aimed at creating new and useful ideas, processes, and products, as well as the conscious success in creating all these products. The concept of IWB is crucial for organizations to compete with other companies and to sustain their work in the long term (Torres et al., 2017). Organizations with a strategic perspective support new ideas to enhance positive public perception. Innovation provides advantages such as the immediate use of existing opportunities, the creation of new benefits, the generation of significant value within the organization based on these benefits, securing advantages in competitive struggles, and turning situations in a favorable direction. Improving organizational effectiveness, uncovering employee talents, and fostering motivational behaviors also enable organizations to achieve strategic successes.

The purpose of this study is to determine whether EC has a significant effect on SWB and, if there is a significant effect, to identify whether IWB plays a mediating role in this context. The significance of this study lies in its ability to connect frequently used concepts in the information age—innovation, IWB, and SWB which increase organizations' competitiveness by directly impacting their performance outcomes. Furthermore, it contributes to the literature on enhancing continuity in organizations through the first combined use of variables of EC, SWB, and IWB.

LITERATURE REVIEW

Subjective Well-Being

SWB is a term used to describe the level of well-being that individuals experience based on their subjective evaluations of their own lives. These evaluations, which can be positive or negative, include life satisfaction, interest and responsibility, affective reactions to life events such as joy and sadness, as well as judgments and feelings about work, relationships, health, entertainment, meaning and purpose, and other important areas. However, although well-being is subjective in the sense that it arises from an individual's experience, it is important to note that symptoms of SWB can be measured objectively in terms of verbal and non-verbal attitudes, actions, biology, attention, and memory (Diener and Ryan, 2009). Throughout the history of philosophy, numerous hypotheses have been proposed about how a good life can be formed for the concept of SWB. In this regard, the concept of happiness in positive psychology is expressed through the concept of SWB. In the first major study of the concept of happiness, it was found that both personality characteristics and demographic factors are related to SWB. Wilson (1967) defined a happy person as young, healthy, well-educated, optimistic, well-paid, extroverted, not anxious, religious, and married, with high work morale and self-esteem, modest expectations, and intelligent, of either gender.

SWB is a key area of focus in positive psychology research. Scholars in this field explore questions such as the definition of happiness, the reasons some individuals are happier than others, the strategies people use to achieve happiness, and the factors that contribute to happiness. It is generally understood as the result of an individual's assessments of their life and emotional responses to events. Essentially, SWB involves frequently experiencing positive emotions, rarely feeling negative emotions, and having a high level of life satisfaction (Diener, 1984; Myers and Diener, 1995).

SWB can be viewed as the process of evaluating one's life and forming judgments about it. It includes three key components: positive affect, negative affect, and life satisfaction. The emotional aspect of SWB consists of both positive and negative emotions, while the cognitive aspect reflects one's satisfaction with life and different life domains (such as work, friendships, education, and marriage). Positive affect encompasses emotions like joy, cheerfulness, happiness, and contentment, while negative affect involves emotions such as anger, resentment, guilt, and stress. Life satisfaction, the cognitive aspect, represents how individuals assess their satisfaction across various life areas (Myers and Diener, 1995).

According to Fredrickson's theory, positive feelings shape a person's perspectives and enable them to view problems from a different perspective, increase resilience in the face of life's difficulties, and allow a person to create their own resources, thereby expanding their thinking. Through the resources created by an individual whose mindset is broadened, they learn to solve problems effectively, cope with events, and look at life positively (Malkoç, 2011). Research has shown that people work more productively as their SWB increases, lead a psychologically healthier lifestyle, and fulfill their tasks as required (Lyubomirsky, 2005).

A review of the literature reveals numerous studies on SWB. Diener and Ryan (2009) explored SWB from various perspectives, including its social and individual benefits, demographic correlations, origin theories, and its relationship with culture. Doğan (2013) examined the link between personality traits and SWB, discovering that

individuals with higher anger levels tend to have lower SWB. Doğan and Eryılmaz (2013) studied the connection between self-esteem and SWB, finding that higher self-esteem has a significant positive impact on SWB. Çetin (2019) researched the relationship between SWB and occupational burnout, revealing a significant association between burnout and SWB. Hasan et al. (2020) found that higher levels of SWB positively influenced work-life balance in their study on SWB and work-life balance.

Employee Creativity

To address complex life challenges and enable societal progress through new inventions, organizations that support and bring together creative people and recognize the importance of creativity are essential. In this regard, creativity in organizations is seen as the center of structural flexibility and innovative strength. One reason why creativity in organizations is becoming increasingly important over time is the emergence of differences in consumer needs and demands. Another reason is that innovations in science and technology are only possible through creativity. When creative ideas are formed, new information is identified and strengthened. It seems impossible to have creative thoughts without knowledge of the subject (Gardner, 1990; Bakan & Büyükbeşe, 2004; Eryeler, 2003; Zarifoğlu, 2006; Cook, 1998; Kendir & Özkoç, 2019).

In business life, employees are constantly required to make decisions and find solutions to problems that arise when they work individually or in groups in an organizational environment. However, decision-making and problem-solving are tasks where creativity must prevail as a necessity in the intense competition observed in every field today. Seeking creative solutions to problems and attempting to apply creative ideas in business life is only possible by transforming a creative mindset into part of the organizational climate, both for employees and managers. Managers need to utilize the creative thinking capabilities of employees and incorporate their ideas into the problem-solving process. From this perspective, providing support to employees becomes crucial in turning their creativity into entrepreneurship (Denizci, 1997).

Creativity encompasses qualities that are critically important for the success of all businesses operating in a globalized and competitive environment where people are the main factor. EC involves presenting a meaningful solution to a problem by showcasing a product, idea, or wealth in a tangible personal form. In other words, it is the correct combination of innate and later-acquired abilities and the use of impressions in one's imagination. EC results from a constant search for new and more useful options and methods, leading to the presentation of a creative product or idea that reflects the individual's personal traits and abilities. EC is a function of a person's personal qualities, knowledge and skills, motivation, and interaction with the environment (Akgül, 2019). Employees can propose diverse, original, and useful ideas in the area where they specialize. There is no need to look for creative individuals outside of business. In any business structure, with the right work environment and conditions, employees who are original, innovation-oriented, open-minded, possess an exploratory spirit, are determined, and problem-solving oriented can make progress in creativity. However, managers need to create workspaces that offer opportunities for creativity and foster its development. In business organizations with rigid hierarchical structures, discipline, and strict job descriptions, creativity cannot thrive. In fact, businesses with such structures are enemies of innovation. Conversely, for creativity to emerge and grow, a flexible hierarchical structure, job descriptions without strict boundaries, and spaces where teamwork and collaboration are encouraged are necessary (Amabile, 1996; Daft, 2000).

EC cannot contribute to organizational success if it is not embraced by individuals, does not spread to the work area, and does not transform into organizational innovations. Management and senior executives play a crucial role in creating this transformation of EC and turning creativity into organizational movement. Managers should approach problems and solutions, as well as new ideas, with a different evaluation and a broad perspective (Rice, 2006; Yıldırım, 2007). For businesses, fostering creativity in work activities is possible with managers who are sufficiently trained and motivated and act as key catalysts. A managerial approach that differs from the ordinary and traditional is important for advancing and energizing creativity in businesses. Such managers serve as role models for employees, enabling them to think differently and creatively, thereby maximizing the benefits and advantages for the business in many ways. Managers are the individuals who can ensure the acceptance of creativity in the organization. Managers bring out existing creative abilities in employees and provide the necessary vision for it. Creative factors provided by managers in the work environment include giving employees freedom in choosing their work or method of working, building morale, providing optimal opportunities, encouraging leadership, and promoting organizational support (Halbesleben et al., 2003; Jaussi & Dionne, 2003; Angela, 1997; Zorlu & Tetik, 2018).

A review of the literature on EC reveals several key findings. Kendir & Özkoç (2019) identified significant differences between the personal traits of employees, the characteristics of the organizations they work for, and the attributes of creativity. In a study by Turunç and Mert Denizci (2020), it was discovered that creativity positively influences entrepreneurial activities, with perceived organizational support acting as a moderating factor in this relationship. Zorlu and Tetik (2018) explored the impact of entrepreneurial leadership on EC, concluding that an increased perception of entrepreneurial leadership behaviors in the workplace can partially enhance employees' creativity. Akgül and Yavuz (2021) found a significant positive relationship between tacit knowledge sharing and EC, with perceived organizational support playing a partial mediating role in this relationship. Finally, research by Sert and Sürgevil-Dalkılıç (2019) showed that internal and external self-confidence, as subcomponents of self-confidence, indirectly affect happiness through creativity.

Innovative Work-Behavior

Innovations offer benefits such as the immediate use of existing opportunities, creation of new advantages, establishing significant values within the organization based on these advantages, gaining a competitive edge, and achieving differentiation. Enhancing organizational productivity, uncovering employees' talents, and encouraging motivational behaviors enable organizations to achieve strategic distinctions. In this direction, innovation represents a combination of long-term research and studies and is the formation of the future. Therefore, organizations are moving away from routine management thinking and conducting research and development to create or enhance innovative aspects of the business and employees (Kırım, 2007).

IWB can manifest at various stages of innovation (such as idea generation, coalition building, implementation). For initiating innovation, employees may generate ideas through behaviors such as analyzing opportunities, identifying work changes, or seeking solutions to problems. At the idea implementation stage, employees may exhibit an attitude toward realization or persuade other employees of the idea's importance. Employees may also make significant efforts to promote, test, and commercialize the idea. Accordingly, the approach to innovative work can be seen as a multifaceted, complex construct that encompasses all attitudes of employees contributing to the innovation process (De Jong and Den Hartog, 2007).

The process of IWB is expressed through idea generation, coalition building, implementation, presentation of ideas, proposing ideas, and describing problems (Kesken et al., 2014; Ceylan, 2013). Idea generation leads to creating original and useful ideas. After generating an idea, at the explanation stage, the individual must make efforts to gain approval by establishing social connections with others and securing support from key figures. The final stage of the process is idea implementation. At this stage, the individual brings the idea to life, develops a prototype, or presents the first model and attempts to assess its usefulness (Ceylan, 2013). IWB generally consists of stages of idea generation and implementation. Innovative results are expected as a result of IWB. It is considered that in organizations, the process of IWB should occur especially when facing a problem, when performance is inadequate, or when the need for innovation is felt (De Jong and Den Hartog, 2010).

Employee innovation is critical for organizations to cope with global competition and environmental uncertainty, achieve goals, and attain high efficiency (Afsar, 2015; Taştan and Davoudi, 2015; Wisse et al., 2015). In modern organizations, innovativeness has become almost the norm rather than a distinctive trait. In this context, the importance of human capital, which is the source of innovation in an organization, is increasing daily (De Jong and Den Hartog, 2007). However, for employees to adopt IWB as a goal, the organization needs to encourage such an attitude (Hallin and Marnburg, 2008). Ensuring that IWB is embraced by employees and becomes systematic work in the organizational environment provides a strategic competitive advantage for modern businesses (Çalışkan, 2013; Budak, 1998).

When defining IWB, employees can play a more active role in the innovation and implementation stages and positively influence the innovative movement of organizations (Tierney and Graen, 1999). In the innovation process, an innovative worker can see their ideas through to completion, enabling processing, testing, mass production, and distribution of innovations, ensuring their effective use, or creating an institutionalized prototype or model (Scott and Bruce, 1994). As a result of IWB, the organization generally performs better, employees experience job satisfaction, and social benefits, such as improved communication among employees, are realized (Jannsen, 2000).

Various factors influence IWB in organizations. These factors can be considered in two categories: individual and organizational. In this regard, it is observed that personal factors such as education level, experience, career, analytical thinking skills, problem-solving method, age, work duration, motivation, job satisfaction, openness to development, and self-discipline influence IWB (Sönmez and Yıldırım, 2014). Besides individual factors, there are specific elements that hinder IWB in the organization, such as the top management's fear of losses, reluctance to examine the current situation, focus on parts rather than the whole, perception of insufficient time, inappropriate motivational factors, attempts to turn creativity into a systematic process through overly conservative thinking, and excessive bureaucracy in the organizational environment (Naktiyok, 2007). Employees are more likely to adopt IWB when they see its positive impact on the organization and experience productivity growth in their departments (Yuan and Woodman, 2010).

Sezgin et al. (2015) explored the mediating role of knowledge sharing in promoting personal trust and IWB, finding that personal trust influences IWB, with knowledge sharing acting as a mediator in this relationship. Derin (2018) identified a significant relationship between psychological involvement and IWB. In the research conducted by Işık and Aydın (2016), the impact of knowledge sharing on employees' IWB was analyzed, revealing a significant connection between knowledge sharing and the dimensions of IWB related to idea generation and opportunity creation. Sezgin and Uçar (2020) investigated the effects of psychological contract breach on IWB at the workplace, concluding that employees tend to exhibit negative behaviors when they feel promises have been broken, that their leaders or employers are deceiving them, and that this inhibits IWB. Lastly, the study by Çevik-Tekin and Akgemci (2019) highlighted organizational commitment as a crucial factor influencing employees' IWB.

In reviewing studies in the literature, factors affecting EC (Burnoğlu and Şeşen, 2011); technopark model (Gülbaş, 2011); EC in logistics and customer relations (Bakan and Şekkeli, 2016); EC in enterprises (Terzioğlu, 2008); innovation capabilities and innovation indicators (Karaman, 2019) are considered. It is observed that variables such as enhancing innovation potential (Yüksel et al., 2013); business culture supporting innovation (Kahyaoğlu, 2019) are interrelated. Thus, there is no study where EC and SWB are analyzed together. However, it is believed that EC affects personal well-being. Based on this approach, hypothesis H_{1a} was formed.

H_{1a}: *EC has a significant impact on SWB*

In the literature, various studies have examined aspects of IWB, including knowledge sharing (Sezgin et al., 2015), psychological responsibility, IWB, and virtual absenteeism (Derin, 2018), psychological contract, organizational cynicism, and IWB (Sezgin & Uçar, 2020), empowering leadership, IWB, and knowledge sharing (Erdem, 2021), leader-member interaction, IWB, job commitment, and organizational identification (Ercan, 2019), structural and psychological empowerment, career satisfaction, and IWB (Demirer, 2020), individual innovation, leadership, employee connection, and IWB (Jong, 2007), knowledge sharing and IWB in healthcare (Radaelli et al., 2014), and organizational climate for innovation and organizational performance indicators (Shanker et al., 2017). Upon reviewing the related studies, no research was found that specifically analyzed EC and IWB together. However, based on the literature review, it can be inferred that EC likely influences IWB. Based on this understanding, hypothesis H_{1b} was formulated.

H_{1b}: *EC has a significant impact on IWB*

The literature has examined topics such as the five-factor personality traits and SWB (Doğan, 2013); fulfillment of basic needs in predicting SWB (Duru & Türkdoğan, 2012); work-life balance for SWB (Hasan et al., 2020); SWB and the mediating role of social networks (Bhatti et al., 2020). However, the study by Khan et al. (2021) explored the effect of SWB on the quality of job insecurity and innovation activity effectiveness. Thus, based on the literature review, it can be assumed that IWB will influence SWB. Based on this approach, hypothesis H_{1c} was formed.

H_{1c}: *IWB has a significant impact on SWB*

Wang et al. (2017) examined the relationship between SWB, knowledge sharing, and individual innovation capacity variables and found that SWB has a significant relationship with individual IWB. However, in evaluating studies on the variables studied, there is no research on the impact of EC on SWB and the mediating role of IWB in this effect. Based on information gathered from the literature, it can be assumed that there may be a relationship between EC and SWB, with IWB potentially playing a partial or complete mediating role in this relationship. Based on this approach, hypothesis H_{1d} was formed.

H_{1d}: *IWB mediates the relationship between EC and their SWB*

RESEARCH METHODOLOGY

The Population and Sample of the Research

- The population of the study consists of the personnel of the Ministry of Labor and Social Security in Turkey. The sample of the study includes employees working as personnel of the Ministry of Labor and Social Security in the province of Karaman who participated in the research. In this context, data were collected from 146 individuals on a voluntary basis.

The Data Collection Method of the Research

- In the framework of quantitative research, primary data sources were utilized. The study employed the "snowball" sampling method, and the survey method was selected for data collection. The survey consists of two parts and utilizes a 5-point Likert scale. The first part of the survey includes questions aimed at gathering demographic and status information about the employees working in the units constituting the research population. The second part of the survey is divided into three distinct sections, addressing questions on IWB, SWB, and EC. In line with the Likert scale, the statements were structured as follows: 1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree, and were directed to the participants.
- To measure IWB, a 9-item scale developed by Janssen (2000) and adapted into Turkish by Eroğlu et al. (2018) was used. To assess employees' scanning behavior, a 13-item scale developed by Zhou and George (2001) and adapted into Turkish by Asuman and Kale (2011) was employed. SWB was measured using a scale developed by Tuzgöl-Dost (2004); however, the 46-item scale was shortened to a 9-item version based on expert assessments to avoid difficulties in data collection due to the large number of items. For this purpose, the Content Validity Ratio (CVR) scale is used in studies for scale development and reduction based on expert opinion (Grant & Davis, 1997). Consultations were held with five experts experienced in academic research in this field, and only the 9 items with a value greater than 0.99 were included in the survey. Veneziano and Hooper (1997) and McKenzie et al. (1999) argue that items with a value of 0.99 and above are sufficient for inclusion in the scale.

The Research Model

The study examined the variables of SWB, EC, and IWB, using a relational research model. As shown in Figure 1, SWB was used as the dependent variable, EC as the independent variable, and IWB as the mediating variable.

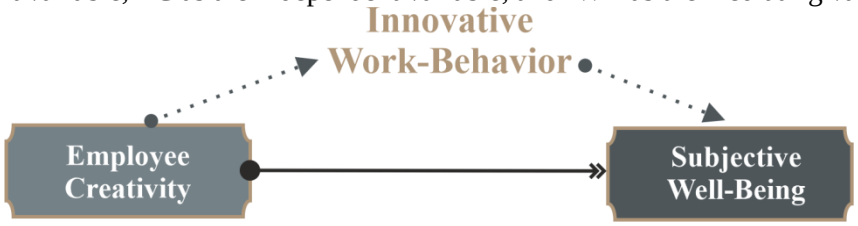

Fig. 1 Conceptual Model

Data Analysis of the Research

The study utilized the Partial Least Squares (PLS-SEM) method with Smart PLS 3 software (Ringle et al., 2015) to evaluate the structural equation model. PLS-SEM was employed to assess the construct validity and the relationships between constructs in the model. This method allows for the analysis of complex predictive models and multi-item constructs, both directly and indirectly. PLS is particularly useful for small sample sizes and does not require assumptions of multivariate homogeneity or normality of the data (Hair, 2014). It combines principal component analysis and regression iteratively to explain the variance of the constructs in the model (Chin, 1998).

RESULTS

Table 1 presents the descriptive statistics of the sample. Accordingly, it is evident that 55.2% of the sample consists of male employees and 44.8% of female employees, with 74.5% of them being married. When analyzing the age distribution of participants, it is clear that 46.9% of the participants are between the ages of 26 and 41. Regarding the education level, 70.4% of employees are university graduates, and 45.5% are bachelor's degree holders. When analyzing work experience, 34.5% of the majority have at least 16 years of experience. In terms of employment status, 75.2% of the sample consists of civil servants. In terms of job position, 86.2% of the sample are staff members, while 13.8% are managers.

Table 1 Descriptive Statistics

		Frequency	Percent
Gender	Male	80	% 55,2
	Female	65	% 44,8
Marital Status	Single	37	% 25,5
	Married	108	% 74,5
Age	18-25	21	% 14,5
	26-33	21	% 14,5
	34-41	47	% 32,4
	42-49	27	% 18,6
	50 years and above	29	% 20
Education Level	Primary School	6	% 4,1
	High School	37	% 25,5
	Associate Degree	24	% 16,6
	Undergraduate	66	% 45,5
	Postgraduate	12	% 8,3
Work Experience	1-5 Years	27	% 18,6
	6-10 Years	38	% 26,2
	11-15 Years	30	% 20,7
	16 Years and above	50	% 34,5
Employment Status	Civil Servant	109	% 75,2
	Worker	36	% 24,8
Job Position	Staff	125	% 86,2
	Manager	20	% 13,8

Prior to assessing the validity of the research model, the validity and reliability of the scales were examined. This included evaluating item reliability, internal consistency reliability, convergent validity, and discriminant validity. To assess item reliability, the standardized loadings of each item were reviewed (Hair et al., 2010). For internal consistency, both the Cronbach's Alpha coefficient and the composite reliability (CR) coefficient were considered (Hair et al., 2017). Convergent validity was checked by examining the average variance extracted (AVE) values of the items (Fornell & Larcker, 1981). Discriminant validity was assessed by analyzing cross-loadings and the square roots of the AVE values using the Fornell-Larcker criteria (Hair et al., 2017; Henseler et al., 2015). As shown in Table 2, item reliability was confirmed since all factor loadings were above 0.5. Furthermore, internal consistency reliability was confirmed, as Cronbach's Alpha values for the variables were above 0.7, while convergent validity was established with AVE values exceeding 0.5 and CR values above 0.7 (Hair et al., 2017).

Table 2 Factor Loadings, AVE, CR, and Cronbach's Alpha

Variables	Items	Factor Loads	Std.H.	T value	AVE	CR	Cronbach's Alpha
SWB	SWB1	0.8055	0.8053	19.0141	0.531	0.918	0.900
	SWB2	0.7696	0.7633	15.3041			
	SWB3	0.7298	0.7295	13.9502			
	SWB4	0.7119	0.7041	8.9888			
	SWB5	0.6745	0.6652	6.8683			
	SWB6	0.7972	0.7962	19.4500			
	SWB7	0.6397	0.6328	7.0073			
	SWB8	0.5517	0.5437	4.6167			
	SWB9	0.7853	0.7787	15.0624			

EC	EC1	0.8205	0.8175	20.4477	0.595	0.950	0.942
	EC2	0.8549	0.8551	26.7570			
	EC3	0.7677	0.7608	14.6733			
	EC4	0.8054	0.8063	16.2662			
	EC5	0.8001	0.8009	16.5897			
	EC6	0.6251	0.6178	7.1349			
	EC7	0.6773	0.6655	7.8407			
	EC8	0.7592	0.7529	12.7985			
	EC9	0.7308	0.7283	9.5305			
	EC10	0.7904	0.7818	15.0837			
	EC11	0.8035	0.7964	13.8776			
	EC12	0.7944	0.7923	15.5087			
	EC13	0.7694	0.7632	11.4493			
IWB	IWB1	0.6945	0.6838	8.9201	0.632	0.939	0.926
	IWB2	0.8005	0.7961	17.4458			
	IWB3	0.8122	0.8092	16.2383			
	IWB4	0.7611	0.7580	11.1666			
	IWB5	0.7660	0.7600	14.0339			
	IWB6	0.7886	0.7919	14.5388			
	IWB7	0.8470	0.8467	24.0605			
	IWB8	0.8474	0.8440	24.0370			
	IWB9	0.8281	0.8252	21.1699			

Based on the cross-loading results in Table 3, it is clear that the factor loading for the variable under which each statement falls is greater than the factor loadings of the other variables. This indicates that each item is more strongly associated with its intended variable than with the others, supporting the discriminant validity of the measurement model.

Table 3 Cross-Loadings

Items	EC	SWB	IWB
EC1	0.8205	0.6318	0.8173
EC2	0.8549	0.5528	0.7666
EC3	0.7677	0.5253	0.6131
EC4	0.8054	0.5105	0.7214
EC5	0.8001	0.5782	0.6268
EC6	0.6251	0.4270	0.5105
EC7	0.6773	0.4382	0.5266
EC8	0.7592	0.4934	0.6229
EC9	0.7308	0.4564	0.6021
EC10	0.7904	0.4901	0.6954
EC11	0.8035	0.5821	0.6917
EC12	0.7944	0.5173	0.6786
EC13	0.7694	0.4832	0.6472
SWB1	0.4892	0.8055	0.4841
SWB2	0.5049	0.7696	0.5550
SWB3	0.4100	0.7298	0.5135
SWB4	0.4686	0.7119	0.4127
SWB5	0.4442	0.6745	0.4439
SWB6	0.5593	0.7972	0.5235
SWB7	0.4600	0.6397	0.3516
SWB8	0.3536	0.5517	0.3254
SWB9	0.5755	0.7853	0.5612
IWB1	0.6057	0.6389	0.6945
IWB 2	0.7166	0.5828	0.8005
IWB 3	0.7137	0.5073	0.8122
IWB 4	0.6756	0.5008	0.7611
IWB 5	0.6094	0.5360	0.7660
IWB 6	0.6554	0.4435	0.7886
IWB 7	0.6876	0.4904	0.8470
IWB 8	0.7017	0.4552	0.8474

When analyzing the Fornell-Larcker criterion in Table 4, it is evident that the diagonal values are the largest. Based on these results, obtained from Tables 2, 3, and 4, discriminant validity is ensured.

Table 4 Fornell-Larcker Criterion

		EC	SWB	IWB
Fornell-Larcker Criterion	EC	0.7714		
	SWB	0.6711	0.7292	
	IWB	0.8574	0.6586	0.7952

The results of the structural equation modeling, conducted after meeting the validity and reliability criteria, are presented in Figure 2. According to this table, EC positively influences SWB (β=0.402, t=2.756, p<0.05). Therefore, hypothesis H_{1a} is accepted. EC positively influences IWB (β=0.857, t=21.370, p<0.05). Thus, hypothesis H_{1b} is confirmed. IWB positively influences employees' SWB (β=0.314, t=2.189, p<0.05). Therefore, hypothesis H_{1c} is confirmed. When IWB was included as a mediating variable in the model of EC's influence on SWB, a mediating role of IWB was identified (β=0.674, t=9.902, p<0.05), so hypothesis H_{1d} is supported.

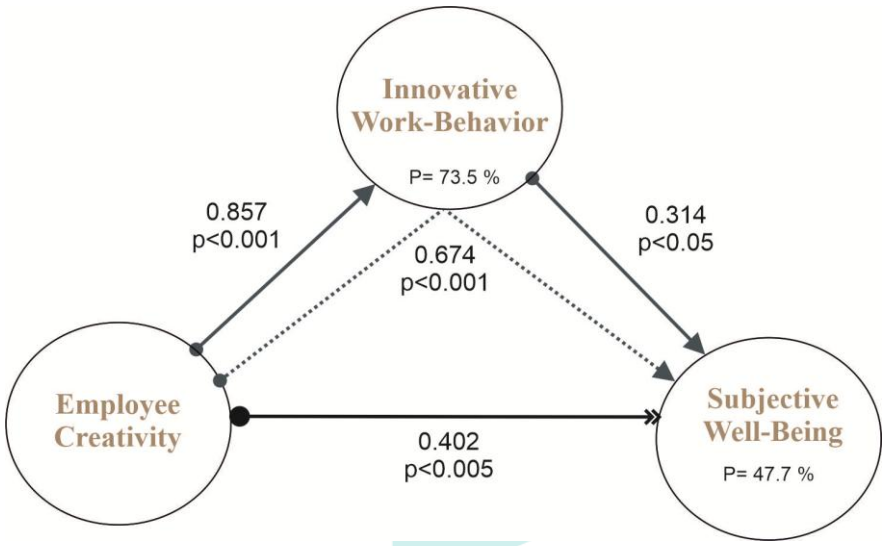

Fig. 2 PLS Results of the Structural Model

According to Hair et al. (2014), the first step in testing the mediation effect is to assess the significance of the direct effect without initially including the mediator variable in the PLS path model. If the direct effect is significant, the mediator variable is then included in the PLS model, and the significance of the indirect effect is evaluated. Finally, if the indirect effect is significant, the explained variance (VAF) is assessed to determine the mediation effect. VAF ranges from 0% to 100%, and values above 80% indicate full mediation, between 20% and 80% indicate partial mediation, and below 20% indicate no mediation effect. In this context, since the VAF value calculated for the research model is 40.109% (t=4.106, p<0.05), it is determined that the mediating role of IWB in the relationship between EC and SWB is at the level of partial mediation.

DISCUSSION AND CONCLUSION

The importance of innovations in the information age for organizations is growing every day. However, from the perspective of studying management styles in companies, it is crucial to investigate and identify what factors most significantly influence the IWB of employees. Competition in the modern world makes innovation in business life a necessity. Well-educated, experienced, and open-minded individuals for technological innovations have become highly valuable for organizations.

The results of the study, based on this reality, show that EC significantly influences SWB, as tested in hypothesis H_{1a}, which is accepted. The fact that both creativity and SWB, qualities that almost every organization desires for its employees, can be realized more and more strongly is important for strengthening the overall well-being of the organization. If these factors can be realized, it can be asserted that employees will increase their level of happiness and creativity.

In testing hypothesis H_{1b}, it was found that creativity significantly influences IWB, and H_{1b} was accepted. In this context, it can be said that the methods and procedures applied within the corporate structure and functioning positively reflect on the IWB of employees, especially in terms of productivity. Therefore, it can be argued that organizations or enterprises that value employee productivity should place great importance on creativity and employee happiness, as there is a significant connection between EC and SWB.

When testing the third hypothesis of the study, H_{1c}, it was found that IWB has a significant impact on SWB, and H_{1c} was accepted. In fact, the connection between IWB and SWB shows that employees who are innovative in their work will also have strong SWB. Happy employees engaged in innovative activities are undoubtedly a desirable phenomenon in any organization. In this context, it is recommended that organizations aiming for a high level of SWB focus on research that enhances IWB.

Upon testing H_{1d}, which represents the main research problem, it was found that creative work behavior partially mediates (VAF = 40.09%) the influence of EC on SWB, and H_{1d} was accepted. This indicates that these three variables are crucial for the sustainability of organizations and achieving their goals. In particular, EC and IWB have a positive influence on employee happiness. The more IWB depends on EC, the more positively and strongly it will impact SWB.

The study concluded that EC (innovative abilities) mediates the relationship between IWB and SWB in the information age. An individual whose SWB (happiness) increases develops a sense of belonging to the business in which they work, sees themselves as an important part of the business, and perceives their work as their personal responsibility. In this context, a sense of belonging develops in employees who believe in their creativity and are happy at work. For the organization, it is important that employees perceive themselves as part of a family, rather than as someone who simply spends time in a workplace. The fact that employees view their workplace as a family and feel part of it will enhance their creativity and happiness within the organization.

Furthermore, to boost creativity in companies, all employees should be encouraged to generate new ideas and freely express their thoughts. Actions should be evaluated to ensure that creativity does not diminish over time. Employees should be given responsibilities and allowed to make their own decisions in certain areas. Additionally, communication should be more skilled, and messages that may cause emotional reactions such as anxiety should be avoided. A work environment free from danger should be presented to employees, and they should be trusted to succeed. The most suitable environment for innovation progress is one that allows employees, regardless of their status, personal freedom and the opportunity for self-realization in the social sphere (Mumford, 2000; Wong & Pang, 2003).

Keeping up with technological advancements to elevate the happiness, innovation, and creativity of employees to the highest level is of great significance both individually and organizationally. In this respect, enhancing EC by increasing their adaptation to technological development and guiding them in the right direction will significantly improve their productivity, efforts, and engagement with work, as well as their commitment to the workplace. It is essential for managers to be impartial toward employees, provide them with necessary resources, patiently address any objections, be polite and respectful, uphold employees' rights, and demonstrate an open and candid attitude, which will contribute to strengthening trust.

AUTHOR CONTRIBUTION STATEMENT

All authors contributed equally.

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CONFLICT OF INTEREST STATEMENT

There is no conflict of interest with any institution or person within the scope of the study.

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