

Effect of Creative Leadership on Innovative Work Behavior Mediated by Employee Creativity and Innovative Culture in Advertising and Media Industry

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ABSTRACT

Aim of the Study: This study investigates the effect of creative leadership on innovative work behavior (IWB), emphasizing the mediating roles of employee creativity and innovative culture.

Methodology: Utilizing a quantitative research design, data was collected through snowball sampling and an online questionnaire distributed via social media platforms such as WhatsApp, Instagram, and Facebook to Advertising and Media Industry of Pakistan.

Findings: The analysis, conducted using SPSS and Hayes' Process Macro, involved 199 respondents and revealed that creative leadership significantly impacts IWB both directly and indirectly through the mediating effects of employee creativity and innovative culture. The findings underscore the importance of creative leadership in enhancing employee creativity by providing necessary support and resources, thereby promoting IWB. Additionally, creative leadership fosters an innovative culture that further mediates the relationship between leadership and IWB.

Conclusion: These insights are critical for organizational leaders aiming to cultivate a culture of innovation by focusing on creative leadership and the development of both employee creativity and innovative culture. However, the study's reliance on snowball sampling and a predominantly sample from one industry limits the generalizability of the findings. Future research should include a more diverse and larger sample and explore these dynamics across different cultural and organizational contexts.

Keywords: Creative Leadership, Innovative Work Behavior, Employee Creativity, Innovative Culture, Social Cognitive Theory, Organizational Innovation.

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1. INTRODUCTION

In the current competitive corporate scenario, innovation has become essential for organizations to succeed and even survive and most importantly in advertising and media industry. With technological advances evolving at breakneck speed, consumers changing their preferences in the blink of an eye, the level of competition increases worldwide companies are struggling to adapt. It is for this reason that role of leadership in nurturing innovation and creativity within organizations has become one of the most highlighted factors. Creative leadership, which is the ability to inspire and develop creativity in employees, is important for promoting innovative work behavior (Bass & Riggio, 2006; Gumusluoglu & Ilsev, 2009). Innovative work behavior refers to the production, introduction and implementation of ideas, processes or products new to the organization that improve its firm-level performance (Janssen 2000). To stay competitive, organizations need to learn what drives IWB. Creative leadership was considered as an important determinant for innovation in general. Organizational creativity is the ability to innovate, and actually implement ideas that come from individuals or from ideas that are inculcated by creative leadership which inspires and cultivates creativity among staff (Mumford et al., 2017 Abbas and Tariq, 2023; Waseem et al., 2023; Ullah et al., 2023).

IWB can be defined as the capacity or knowledge of employees to generate new and useful ideas and at the same time implement these ideas effectively across areas in their organization (Scott & Bruce, 1994). In addition, it involves perceiving a need and generating suggestions that address these needs appropriately (Carmeli et al., 2006). In research by Yuan and Woodman (2010) they argue that IWB is about generating ideas, gaining social acceptance within the organization, developing support of gatekeepers and garnering support of others during implementation of ideas into solutions. The concept of IWB was directly found in its origin (Li & Hsu, 2016). The concept was discussed in several studies and published in high-quality research journals (Caniels & Veld, 2016; Chang et al., 2017; Dhar, 2016; Wang et al., 2021), indicating the significance of this concept for the organizational success and survival in this unique technological-based development stage. Various scholars had noted that several reasons could have led to the growing popularity of the concept in the organizational setting. It plays the essential role to sustain organization success in the competitive global market (Montani et al., 2017). Also, it helps to deliver a high-quality service to customers and leads customer satisfaction related with the organization (Luoh et al., 2014).

Scholars from different sectors, such as knowledge-intensive industries (Afsar and Rehman, 2015), education sector (Hosseini and Haghighi Shirazi, 2021), defense organizations (Caniels & Veld, 2016), multinational corporations (Usmanova et al., 2020), education sector (Runhaar et al., 2016) hospitality industry (Jan & Zainal, 2020) have come with various considerations for enhancing employees' creativity for generation of creative ideas, mobilizing their top management support to finally selecting the best way in terms of its successful application. Nonetheless, we see a lack of attention on the creative side of this industry which in brief has employees who are starving creativity and innovation. Being creative is to do the same in a different and unique style. Thinking out of the box is doing something different. Organizations who value creativity encourage their employees to generate original ideas and give them room to create and interpret ideas in accordance with their creative talents (Sun et al., 2011).

It is for sure that an organization working on the creative culture will itself develop and go to a developmental level (Carmeli & Schaubroeck, 2007). An organization with a creative culture will have extremely motivated employees who will produce very creative work as an output (Ekvall & Ryhammar, 1999). The amount of creative environment introduced into an organization is determined by the manager of the organization and, as they assign job descriptions and develop policies. In an organization, a creative environment means introducing new quality ideas which will help the organization to stand out in this competitive market. Recent research evidence suggests that Innovative work behavior fosters an innovative attitude in employees towards the work which can be used by them.

In the modern business environment, organized innovation is a key driver of success and for achieving this objective; an organization must consistently embark on innovations and execute them. Still, building a company culture around innovation has been and nonetheless is one of the bigger obstacles to overcome - if not the biggest challenge for many organizations in advertising and media industry. Innovative work behavior (IWB) is influenced by leadership, but how exactly leadership influences innovation remains to be fully understood. The influence of creative leadership on employee behavior in general may be less straightforward; the ways through which it shapes creativity among employees deserve further examination. This gap is referred to as understanding the mechanism of how creative leadership impacts on IWB processes, and which mechanisms are mediated by employee creativity and innovative culture.

Despite substantial literature on the impact of leadership on innovation, several gaps persist: The findings of previous research on the relationship between creative leadership and innovative work behavior reporting direct effects of creative leadership behavior on creativity at work (Anderson et al., 2014; Hughes et al., 2018). Nonetheless, little research provides a complete picture of exactly how creative leadership in organizations translates into their innovation outputs. More than this, the mediating effects of employee creativity (EC) and innovative culture (IC) for the roles are especially overlooked (Tang, Yu, & Cooke, 2020). While leadership has been studied to some extent with impact on innovation culture (Martins & Terblanche, 2003; Schein, 2010), limited empirical evidence exists exploring creative leadership and its cultivation of an innovative culture. Knowing this connection is critical to creating strategies for improving organizational innovation. The majority of existing studies on leadership and innovation have been conducted in the specific cultural or organizational contexts, diminishing their generalizability. Research examining these determinants on such a large scale for the identification of general topics is required (Nguyen & Nguyen, 2021). Despite the strong conceptual basis of this Social Cognitive Theory (SCT) in terms of explaining how individual factors, alongside behavioral and environmental ones, combine to make us act the way we do, it is only applied in a constrained way when understanding leadership and innovation. It will be helpful to include Social Cognitive Theory in this study, which can shed light on the process of how creative leadership channels to innovative work behavior (Bandura, 1986). Therefore, this study aims to fill these gaps by investigating the effect of creative leadership on innovative work behavior, with employee creativity and innovative culture serving as mediating variables. By integrating Social Cognitive Theory (Bandura, 1986), this research seeks to provide a comprehensive understanding of how creative leadership fosters innovation within organizations. Albert Bandura provides us with a more complete view of the interplay between leadership, creativity and innovation via his development of Social Cognitive Theory (Bandura, 1986). According to SCT, behavior is shaped through the influence of personal factors, behavioral patterns, and the environment. Within the scope of this inquiry, creative leadership is represented as a significant organizational factor that influences employee behavior by modelling, reinforcement and innovation facilitation. The findings contribute to both theory and practice, offering insights for developing leadership strategies that enhance employee creativity and cultivate an innovative culture in advertising and media industry of Pakistan.

2. LITERATURE REVIEW

2.1 *Social Cognitive Theory Underpinning Theory*

Previous studies have synthesized the social cognitive theory (Bandura, 1986) and componential model of creativity to examine the impacts of the presence of role model's creativity on employee creativity (Zhou, 2003; Pan et al., 2013). From the social cognitive theory one can understand part of the reasons behind these events- because an individual can learn new skills and knowledge and preform similar behaviors after observing a behavior from someone (showing that social constraints is not that pressed in training people). This is what observational learning or modeling refers to (Bandura, 1986). Observed learning (modelling) Zhou, Shalley 2003 was confirmed as a key way to enhance employee creativity through a review of organizational creativity studies. It is important to note that observational learning is not just imitating what the model does, but a chain of processes of obtaining and collecting relative information

(Wen et al. 2017). The media and advertising industry operates in such a fast-paced and ever-changing environment, that most of the learning happens on-the-job by watching our leaders and colleagues work their magic. This relates back to social learning theory which posits that employees are more likely to be innovative in their work if leadership sets the example (risk, experimentation and openness), as followers model leaders' behaviors.

2.2 Relationship between Creative Leadership and Innovative Work Behavior

In fact, creative behavior is necessary to begin an innovation process, efficient work processes and organizational competitiveness (Campo, 2014). It has been sustained that the innovative work behavior (IWB) of an organization is determinant in acquiring competitive advantage and more importantly, promoting long-term success within a business environment notable for its extreme competitiveness (Erhan, 2022). While the leadership styles have a significant effect on the promotion of IWB; only a few empirical studies exist in a non-Western context (Kim, 2019). Collectivist behaviors may easily affect the intentions of employees to share knowledge, while this subsequently may have an influence on national culture. According to (Rao, 2021) a high level of staff innovation is required for the effectiveness and sustainability. To foster employee creativity in the workplace, creative leadership is key.

H₁: Creative leadership has a positive impact on innovative work behavior

2.3 Relationship between Creative Leadership and Employee Creativity

Historical work has suggested that creative leadership is essential for creating an organizational climate in which creativity flourishes. Research shows that leadership based on promotion of novel experimentation, risk-taking, and deviation from traditional norms has a profound positive relationship in the context of employee creativity enhancement (Ahmed, Ajmal, & ul Haq, 2024). It also leads to a culture of trust and psychological safety in which employees are treated as potential innovators who are valued and supported during their endeavors (Černe, Jaklič, & Škerlavaj, 2013). Creative leadership, as suggested in the recent work of academics such as Ahmed et al., (2024), offers a more progressive perspective which actively promotes innovation within organizations. Creative leaders work to remove these blocks by encouraging exploration, taking risks and challenging the status-quo in their teams unlocking the creative potential in their employees. This style of leadership is not about imposing your own terms but creating an atmosphere that allows creativity to grow and spread. This includes: removing fear of judgement by allowing employees to take risks more often; taking ownership of their solutions; and exploring novel/unconventional ways to solve problems. This is a hallmark condition examined by Černe, Jaklič, and Škerlavaj (2013), employees do not feel restrained by their fear of failure or fear of retribution when it comes to suggesting new ideas. That would instead give them encouragement to share their thoughts and take the risk of being creative. Such environments are critical to the creative problem-solving and idea genesis. Therefore, an imaginative leader needs to know how to lead with a light touch, guiding but not controlling - empowering employees to discovery by themselves!!

Secondly, they are curious about and create a culture of learning. They know creativity is not something that someone has or does not and instead treat it as something they can build over time. Leaders can help employees develop their creative thinking capabilities using focused training programs, workshops and experiential learning experiences that powerfully translate into an application to the roles they are playing. Finally, the findings of creativity have indicated that creative leaders should act just like a role model for their teams not only adopt behaviors that support creativity and innovation over in the teams (Mumford et al. 2002). Through their own creativity and openness, leaders may influence the creative process (and in some cases, the outcomes) of members within the team (Zhou & Shalley, 2003).

H₂: Creative leadership has a positive impact on employee creativity

2.4 Relationship between Employee Creativity and Innovative Work Behavior

The complex interplay between creativity at work (appropriate level of creative action) and innovative work behavior is the linchpin that constitutes a necessary condition to foster organizational innovation. The centrality of individual creativity to innovative behavior (Polat et al., 2022) highlights the need for organizations to create settings that encourage employees to think creatively. Employee creativity, which centers around the creation of new and useful work-related ideas is not an end in itself just a way to innovate more effectively in the workplace. Innovative work behavior refers to the process through which creative ideas are transformed into new products, services, or processes (Janssen, 2000; Anderson et al., 2014), which is vital for organizational growth and adaptation in a highly dynamic market.

The companies that successfully inculcate a creative and innovative culture generally have the processes in place to spur up the ideation and experimentation phase. These could take many forms from structured brainstorming sessions to innovation labs, or simply a free form platform that allows anyone in the organization to expose their ideas for others. Additionally, the promotion of risk-taking within limits, without fear of punishment from failed attempts inspires a more transparent and creative business culture (Amabile, Conti, Coon, Lazenby, & Herron, 1996). On top of that, this also means encouragement to think creatively just goes beyond ideation. This means opening up avenues for these ideas to undergo consideration, development, and eventually implementation. This work is very often cross-functional, with teams from different departments working together to deliver creative solutions. In addition, recognition and reward on creative processes and outcomes would largely increase employee's motivation as well as level of being innovative (Oldham & Cummings, 1996). In addition, policies and practices facilitating the ease of translation of creative outputs into innovations may help by allowing employees to have the resources especially time, materials, funds, etc., they need to bring their creative ideas into realizations. This process is facilitated by leadership through a clear vision for innovation, efficient allocation of resources and serve as champions for each project. This enables leaders to connect the more general nature of the creativity needed for innovative working with specific behaviors, so that planned and emergent innovative work behaviors might be better sustained and aligned with overall goals.

On an organizational level, the nexus of employee creativity and innovative work behavior represents the fuel for ignited innovation. Organizations can improve their innovation capabilities and remain competitive in their industries - even during challenging times - by creating a culture that encourages creativity, accommodates experimentation, and enables the implementation of those innovative ideas.

H₃: Employee creativity has a positive impact on innovative work behavior

2.5 Relationship between Employee Creativity and Innovative Culture

Employee creativity is generally considered as a crucial determinant for innovative work behavior, being evidenced in previous studies. Since creating novel ideas is considered to be a crucial step in the innovation process (Amabile, 1988), we view employee creativity as an important antecedent to innovative work behavior. The innovative culture of an organization derives largely from leadership. The leaders will instill values, norms, and practices that encourage innovation by their subordinates hence an innovative culture (Martins & Terblanche, 2003). Such leaders operate an open communication, teamwork and risk-taking culture (Schein, 2010).

Higher levels of employee creativity are associated with more innovative work behavior. This demonstrates the importance of employees who can think creatively and problem solve, as Scott and Bruce (1994) argued that those who do are more likely to introduce innovative practices into their work. Shalley, Gilson, and Blum (2000) similarly found that an organization's innovation output cannot exist without creative employees who develop new ideas that serve as the foundation for innovative outcomes in terms of products, services, and processes. These results demonstrate the importance of promoting innovative work behavior through facilitating employee creativity. Anderson, Potočnik & Zhou (2014) found that organizations with leaders who are strong in creativity place a greater emphasis on innovation

by encouraging team members to be more creative and they reward them in doing their effort for innovative purpose.

H₄: Creative leadership has a positive impact on innovative culture

2.6 Relationship of Innovative Culture and Innovative Work Behavior

A company that has a culture of innovation can help foster innovative work behavior. This first intention also emerges in the work of Hughes et al., (2018) who argued that a culture encouraging for innovation fosters employee behavior, which drives innovative outcome. Innovative culture within an organization helps to increase innovative work behavior.

The organizational culture that encourages and facilitates innovation leads to an environment that enables experimenting, risk-taking, and application of new ideas by employees (Martins & Terblanche, 2003). The relationship between innovative culture and innovative work behavior is also found to be significant according to empirical evidences. For instance, Mumford and Gustafson (1988) showed that organizations accompanied by a strong culture of innovation inspire employees will act in an innovative fashion. A supportive culture for innovation, which accepts a high degree of risk and openness to new ideas motivates employees to be more innovative as pointed out by Scott & Bruce (1994). The above studies provide crucial information on how an innovation culture is central to the promotion of innovative work behavior in enterprises. García-Morales, Jiménez-Barrionuevo and Gutiérrez-Gutiérrez (2012) demonstrates how an innovative culture significantly contributes to IWB through the provision of support and resources required for effective employee innovation. This ensures that a culture of ideation and experimentation is created naturally, consequently enabling long-term innovation.

H₅: Innovative culture has a positive impact on innovative work behavior

2.7 Mediating Role of Employee Creativity between Creative Leadership and Innovative Work Behavior

The pivotal role of employee creativity within the innovation ecosystem is also evident in mediating the relationship between different organizational antecedents and innovative outcomes. These styles of leadership, especially the transnormal and authentic ones, help promote a creative environment amongst employees. Both of these leadership styles encourage open communication, create a sense of purpose, and encourage employees to be more innovative. Therefore, these styles of leadership not only encourage creativity but also prepare the ground for innovative behaviors and hence represent as a driving force in promoting organizational innovation (Shin & Zhou, 2003; Khalid, 2024).

Transformational and authentic leadership might encourage creativity at work by fostering a higher-performance orientation among employees, which could account for their exclusive focus on the motivational pillars. I stumbled upon the quote, and it reminded me of what a transformational leader is supposed to do - lead by example, question the usual things around and induce creativity by intellectual stimulation. In the same light, authentic leaders create a culture of trust that allows different ideas and innovation while focusing on honesty is in full mode. Empowering employees with the right staff, while creating an environment where their unique point of views is valued and used as a creative output is imperative for innovation these leadership styles greatly help.

Robinson et al (2003) believe that the organizational context is an important feature in relation to the environment of employee creativity and innovation. Creativity is built on a foundation of factors like supportive environments, access to resources and effective recognition systems. An open and innovative environment that encourages trial and error and accepts failure, employees feel safe to explore non-traditional ideas. It provides all the germane dimensions/resources(cascade), such as time, information or financial resources, so that employees have what they need to build their ideas and even develop one. In addition, recognizing the creative action and output with a good bestow rewards by the rewarding system motivates employees to engage in innovative behaviors reinforcing culture of innovation within the

organization-(George & Zhou, 2001; Gong, Huang, & Farh, 2009). In addition, the mediating role that employee creativity plays enhance our understanding of how organizational inputs are translated into innovation outputs. What these hints at is that, although the leadership and organizational aspects lay down the foundation for a creative and innovative culture, it is the creativity of the employees that breathe their inputs into concrete innovations. It shows the critical need to invest in human capital development where we need innovative skills and competencies etc.

In summary, the mediating effect of employee creativity between leadership and organizational context with innovative results demonstrates that leaders alone cannot insure engaging ideal-proactive behavior by organizational members. It confirms an organization should create a leadership to encourage creativity, ensure the existence of an environment that supports creativity and provide employees with resources, recognition to unleash their creative potential. This will enable organizations to fully harness the power of their human resources, transform innovative ideas into breakthrough innovations and improve performance at all organizational levels.

H₆: Employee creativity mediates the relationship between creative leadership and innovative work behavior

2.8 Mediating Role of Innovative Culture between Creative Leadership and Innovative Work Behavior

Innovation culture is described as the shared values, beliefs and processes in an organization that support innovation (Martins & Terblanche, 2003). Leadership sets the tone for an organization's innovative culture and successful organizations have leaders who exercise creative leadership.

Creativity is a key driver of innovation and can be fostered by creative leaders, according to research. For example, Amabile et al. In a joint leadership study, Amabile & Pratt (2004) suggest that leaders who coach for creative performance and support for creativity along with enabling resources have the biggest impact on the how innovative an environment is. In a similar vein, leadership behaviors, such as fostering experimentation, encouraging risk-taking and reinforcing innovation are key levers in the development of an innovative organizational culture (Martins & Terblanche 2003). And that is the point to be noted from these studies, that how creative leadership has a vital role to play in creating a culture of innovation.

In doing so, an innovative culture in turn significantly facilitates innovative work behavior. An innovation-supportive organizational culture contributes to an organizational environment where employees feel free to experiment, take risks, and implement new ideas (Mumford & Gustafson, 1988). Data from the empirical research show that innovative culture and innovative work behavior has a positive relation. For instance, Scott and Bruce (1994) found that a culture that supports innovation, defined by acceptance to take risks and openness to new ideas, can significantly amplify the innovative motivation of employees. Mumford and Gustafson (1988) earlier found that innovative work behavior among the employees is higher in those organizations where a culture of innovation is more pronounced. These studies serve as indication that an innovation culture is a critical prerequisite for individual innovative work behavior to be manifested within organizations.

Therefore, the innovative culture mediates the relationship between creative leadership and innovative work behavior. Creative leaders need to develop a climate for creativity-organization-wide norms that support and encourage innovative work behavior from all employees. Culture is like a service provider between creative leadership and innovative work behavior. Creative leaders are those who create an environment that nurtures innovation and as a consequence, increases IWB (Schein, 2010). Second, the findings demonstrate that an innovative culture reinforces the impact of creative leadership on IWB through innovation-encouraging conditions. These included researches of Nguyen & Nguyen (2021) as well as Hughes, Lee, & Tian (2022), which highlighted the importance of having an innovative culture to translate the vision at a leadership level for creativity into an organizational process that generates innovation.

H₇: Innovative culture mediates the relationship between creative leadership and innovative work behavior.

Theoretical Framework

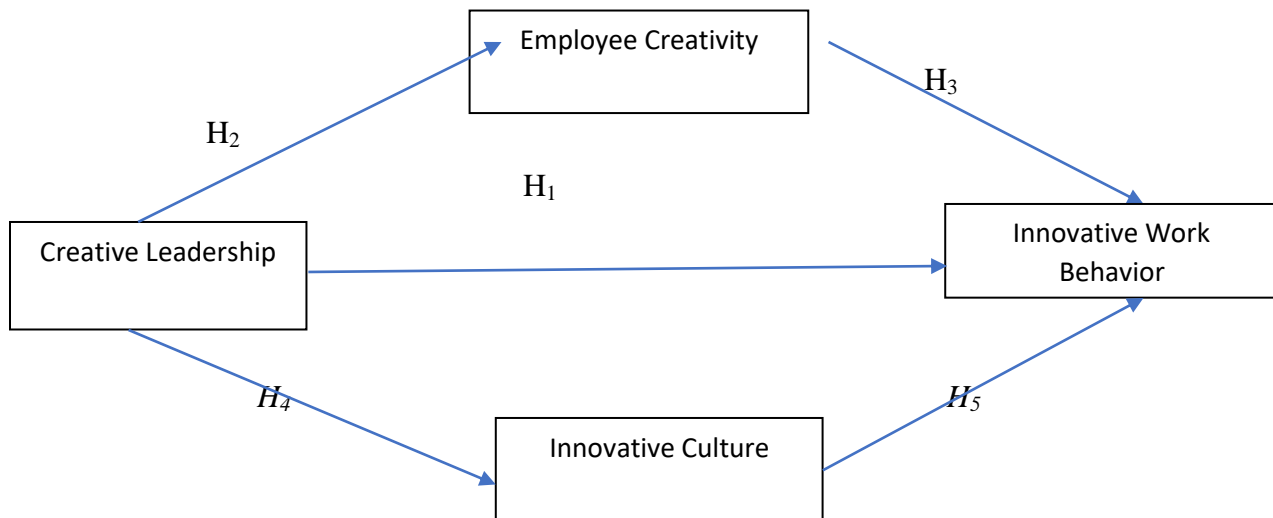


Figure 1: *Theoretical Framework*

3. RESEARCH METHODOLOGY

3.1 Research Design

The research adopts a quantitative design, which is suitable for testing hypotheses and examining the relationships between variables. This design allows for the collection of numerical data that can be analyzed using statistical methods to identify patterns and relationships.

3.2 Sampling Procedure

The population in this research is employees in advertising and media industry. A snowball sampling technique was employed to gather a sufficient number of responses. Snowball sampling is a non-probability sampling method used when it is difficult to access a specific population. It involves initial respondents recruiting additional participants from their network, creating a chain of referrals (Goodman, 1961). This method is particularly useful in reaching participants who are part of a hard-to-reach population or when the research requires a specific expertise or experience that may not be widespread (Biernacki & Waldorf, 1981).

3.3 Data Collection Method

Data was collected through an online questionnaire distributed via social media platforms, including WhatsApp, Instagram, and Facebook. The use of social media for data collection is advantageous due to its wide reach and ability to target specific demographics (Kosinski, Matz, Gosling, Popov, & Stillwell, 2015). The questionnaire was designed to capture demographic information and measure the study variables: creative leadership, employee creativity, innovative culture, and innovative work behavior.

The questionnaire was circulated via social media platforms. These respondents were then requested to refer other individuals who might be willing to participate in the study. This process continued until the desired sample size was achieved. The data collection process was carried out over four weeks to ensure an adequate number of responses.

3.4 Measurement of Variables/ Instrumentation of Constructs

A self-administered questionnaire has been used having an introduction of study.

The questionnaire consisted of two parts:

1. **Demographic Information:** This section included questions about gender, age, organization type, and tenure. These questions help in understanding the background of the respondents and in analyzing if demographic factors influence the study variables.
2. **Study Variables:** This section included validated scales to measure creative leadership, employee creativity, innovative culture, and innovative work behavior.

Respondents rated their agreement with each statement on a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Table 1: Measurement of Study Variables

S.No	Variables	Items	Sources	
1	Creative Leadership	4	Ye et al. (2022).	A similar scale was used by Nguyen et al., 2023
2	Employee creativity	5	Coelho and Augusto (2010)	Aldabbas et al., 2023 carried out their research with a similar scale.
3	Innovative Work Behavior	11	Janssen (2010)	Töre (2017) also used the same scale in his study
4	Innovative Culture	3	Cameron and Quinn, 2011	Chen (2012) carried out research with the same Scale

4. RESULTS & DISCUSSION

4.1 Demographic Statistics

Table 2: Demographic Characteristics of Sample

Variables	Categories	Frequency	Percentages
Gender	Male	41	20.6
	Female	158	79.4
	Total	199	100.0
Age	Less than 25	76	17.1
	25-30	34	38.2
	31-35	26	13.1
	36-40	17	8.5
	Above 40	46	23.1
Tenure	1-5 years	81	40.7
	11-15 years	32	16.1
	16 and above	32	16.1
	6-10 years	18	9.0
	Less than 1year	36	18.1

n=199

Demographic table 2 consists of demographic characteristics of the respondents including gender, age, organization type, and tenure. Descriptive statistics summarizes that total number of sample size was 199. In the table above, it reveals the percentage and frequency of men and women. It, therefore, shows that Female contributed 79 % to the study, while men contributed 20% that indicates that female respondents

were more than male. most people are lying between the age group less than 25. Out of 199 respondents, this population is 38.2%. Then there are 34 participants between the age 25-30 with a rate of 17.1%, 31-35 with the rate of 13.1%, 36-40 with a rate of 8.5%. 40.7% of respondents are of 1-5 years of experience, 9% are having 6-10 years of experience, 16.1% are having 11-15 years of experience. 16.1% are having 16 and above years of experience, 18.1% had less than 1 year.

4.2 Reliability Analysis

Table 3: Reliability Analysis

S. No	Variable	Cronbach's Alpha	Items
1	Creative Leadership	.774	4
2	Employee Creativity	.823	5
3	Innovative Work Behavior	.899	11
4	Innovative Culture	.830	3

The results in table 3 showed that creative leadership scale with four items ($\alpha = .77$), employee creativity with five items ($\alpha = .82$). similarly innovative work behavior with 11 items scale ($\alpha = .89$) and Innovative culture with three items scale ($\alpha = .83$) they fall in between the range of .7 to .9. therefore, it shows that the variables along with their items are valid and reliable which seems significant at all.

4.3 Correlation Analysis

Table 4: Descriptive Analysis and Bivariate Correlations

Variables	Mean	St D	IWB	CL	EC	IC
IWB	4.1457	.53266	1			
CL	4.2123	.57721	.532**	1		
EC	4.2201	.55377	.834**	.472**	1	
IC	3.8509	.81070	.417**	.270**	.388**	1

n=199. **. Correlation is significant at the 0.01 level (2-tailed). CL=Creative Leadership, IWB=Innovative Work behavior, EC=Employee Creativity, IC=Innovative Culture

The mean value in the table 4 for Innovative Work behavior, Creative Leadership, Employee Creativity, Innovative Culture, is 4.1457, 4.2123, 4.2201, 3.8509 respectively. The standard deviation for Innovative Work behavior, Creative Leadership, Employee Creativity, and Innovative Culture is .53266, .57721, .55377 and .81070 respectively.

In correlation, the output result in this table 4 shows that the correlation value between creative leadership and innovative work behavior is .532, which is positive and significant at 0.001 level. The positive sign shows that with increase in creative leadership the innovative work behavior will also be increased. The correlation value between employee creativity and innovative work behavior is .834 which is positive and significant at 0.001 level.

It shows that employee creativity is significantly correlated with innovative work behavior. The positive sign indicates that with increase in employee creativity the innovative work behavior among employees will also be increased. The value of correlation between employee creativity and creative leadership is .472 which is positive and significant at 0.001 level. The positive sign shows that with increase in creative leadership, employees' creativity will also be increased. The correlation value between innovative culture and innovative work behavior is .417 which is positive and significant at 0.001 level. The value of correlation between innovative culture and creative leadership is .270 which is positive and significant at 0.001 level. The value of correlation between innovative culture and employee creativity is .338 which is positive and significant at 0.001 level. Therefore, these correlations among all variables with each other are in good range and seems significant.

4.4 Regression Analysis

Table 5: *Model Summary*

R	R-sq	MSE	F	df1	df2	p
.531	.282	20.347	77.625	1.000	197.000	.000

n=199

In table 5, it depicts the overall model fitness of all the variables as it explained the r -sq i.e., 28% variation in outcome variable innovative work behavior and is statistically significant so this is significant at all and shows that the model is good fitted. Regression analysis is carried out through model 4.

4.5 Direct Effect

Table 6: *Direct Relationship Analysis*

Direct Relationship Hypothesis	coeff	se	t	p	LLCI	ULCI	Hypothesis supported
CL---IWB	1.4429	.1626	7.042	.0000	.8243	1.465	Yes
CL----EC	.5726	.0780	7.3436	.0000	.4188	.7263	Yes
EC---IWB	1.5880	.0982	16.1705	.0000	1.3943	1.7817	Yes
CL---IC	.3193	.0635	5.0274	.0000	.1941	.4446	Yes
IC-----IWB	.9332	.1717	5.4359	.0000	.5946	1.2717	Yes

n=199, CL=Creative Leadership, IWB=Innovative Work behavior, EC=Employee Creativity, IC=Innovative Culture

According to the green values in table 6 it can be seen that effect of creative leadership on innovative work behavior depicts that 1unit change in creative leadership practices causes 1.44-unit change in innovative work behavior and is statistically significant ($t=7.042$, $p<.001$). Consequently, the effect of creative leadership practices regressing on employee creativity is positive and significant ($b=.572$, $t=7.34$, $p<.001$). Moreover, the slope for employee creativity regressing on innovative work behavior is also positive and significant ($b=1.588$, $t=16.17$, $p<.001$). The effect of creative leadership practices regressing on innovative culture is positive and significant ($b=.3193$, $t=5.027$, $p<.001$). Moreover, the innovative culture regressing on innovative work behavior is also positive and significant ($b=.9332$, $t=5.43$, $p<.001$).

Furthermore, in the direct relationship between creative leadership practices and innovative work behavior, creative leadership and employee creativity, employee creativity and innovative work behavior, creative leadership and innovative culture as well as innovative culture and innovative work behavior at the confidence interval (95%) which does not include zero [$CI_{95\%}(.8243;1.465)$, $(.4188; .7263)$, $(1.3943;.4446)$, $(.1941; .4446)$, $(.5946; 1.2717)$] are in positive direction which ultimately shows the significance of the direct effect in the model.

4.6 Mediation Analysis

Table 7: *Summary Analysis Mediation (Employee Creativity)*

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Level		t	p	Conclusion
				LLCI	ULCI			
CL→EC→IWB	1.44	.533	.909	.6495	1.1760	4.40	.000	Partial Mediation

n=199, R=.8323, R²= .6927

Mediation analysis summary in table 7 shows that the study assessed the mediating role of employee creativity on the relationship between creative leadership and innovative work behavior. The result

revealed a significant indirect effect of impact of creative leadership on innovative work behavior (b=.9092, t=4.400, p<.001).

Furthermore, the direct effect of creative leadership on innovative or behavior in presence of the mediator was also found significant (b=.5337, p<.001). Hence employee creativity partially mediated the relationship between creative leadership and innovative work behavior.

Mediation proved to be partial because the coefficient of direct effect is less than total effect of employee creativity on innovative work behavior.

Table 8: *Mediation Analysis Summary (Innovative Culture)*

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Level		t	p	Conclusion
				LLCI	ULCI			
CL→IC→IWB	1.44	1.1449	.2980	.1122	.5277	8.81	.000	Partial Mediation

n=199, R= .613, R²=3.766

Mediation analysis summary in table 8 shows that the study assessed the mediating role of innovative culture on the relationship between creative leadership and innovative work behavior. The result revealed a significant indirect effect of impact of creative leadership on innovative work behavior (b=.2980, t=8.81, p<.001).

Furthermore, the direct effect of creative leadership on innovative or behavior in presence of the mediator was also found significant (b=1.1449, p<.001). Hence innovative culture partially mediated the relationship between creative leadership and innovative work behavior. Mediation proved to be partial because the coefficient of direct effect is less than total effect of employee creativity on innovative work behavior.

4.7 Summary of Results

Table 9: *Hypothesis Summary*

Hypothesis	Statement	Remarks
H ₁	Creative Leadership has a positive impact on Innovative Work Behavior	Accepted
H ₂	Creative Leadership has a positive impact on Employee Creativity	Accepted
H ₃	Employee Creativity has a positive impact on Innovative Work Behavior	Accepted
H ₄	Creative Leadership has a positive impact on Innovative Culture	Accepted
H ₅	Innovative Culture has a positive impact on Innovative Work Behavior	Accepted
H ₆	Employee Creativity mediates the relationship between Creative Leadership and Innovative Work Behavior	Accepted
H ₇	Innovative Culture mediates the relationship between Creative Leadership and Innovative Work Behavior	Accepted

The above table 9 summarizing the results of the hypothesis with their corresponding remarks as well. The given statements of the hypothesis in table 9 of the current study shows that they are accepted and are with in line with the previous studies.

The results of this study provide an in-depth understanding of how creative leadership influences innovative work behavior through the mediating effects of employee creativity and innovative culture in advertising and media industry of Pakistan. The Social Cognitive Theory (SCT), which emphasizes the role of observational learning, social experiences, and reciprocal determinism in behavior, can be effectively used to frame our findings.

5. DISCUSSION

Hypothesis 1: Creative Leadership has a positive impact on Innovative Work Behavior

The results show that there is a significant positive relation among creative leadership and innovative work behavior supporting Hypothesis 1. This means as the creative leadership increases, employee innovative work behavior also increases. This relationship may be further illuminated by Social Cognitive Theory (SCT) and clarified with the findings of recent research reporting that creative leadership affects innovative work behavior indirectly through an organizational culture which fosters learning and development (Zhang, et al., 2022). This is in consistence with SCT's focus on the contributions of environmental factors and with social learning-i.e., the notion that behavior is formed via exposure to behaviors in others.

Hypothesis 2: Creative Leadership has a positive impact on Employee Creativity

The results shows that there is a significant positive relation among creative leadership and employee creativity ($b=.5726$, $t=7.3436$, $p < .001$), supporting Hypothesis 2. This tells you that as creative leadership increases, so does employee creativity. Based on his observations Tang and Yu (2020) argued that creative leadership has a positive effect on employee creativity when it enhances employee's intrinsic motivation, (mediated by employees' intrinsic motivation) and creative self-efficacy. This study provides empirical support to SCT that the creative behaviors of leaders can improve employee's self-efficacy for them to engage in creativity, which in turn promotes their creativities.

Hypothesis 3: Employee Creativity has a positive impact on Innovative Work Behavior

The results shows that there is a significant positive link among employee creativity and innovative work behavior ($b=1.5880$, $t=16.170$, $p<0.001$), supporting Hypothesis 3. This indicates that as employee creativity increases, innovative work behavior among employees also increases. Wang et al. (2022) highlighted that that creative employees are more likely to engage in innovative work behavior when they see peers and leaders doing the same. Observational learning is an important part of SCT - so watching others innovate successfully will increase one's confidence and likelihood of innovative behavior.

Hypothesis 4: Creative Leadership has a positive impact on Innovative Culture

The results of the study reveal a significant positive correlation between creative leadership and innovative culture ($b=0.3193$, $t=5.024$, $p<0.001$), supporting Hypothesis 4. This indicates that as creative leadership increases, the innovative culture within the organization also improves. Creative leaders shape organizational culture by promoting values, norms, and practices that support innovation. SCT argues that leader behavior creates norms by which employees will be influenced, which leads to where innovation thrives or survives in a culture. Leaders who foster an innovative climate create the strongest drivers of innovation in their organizations (Anderson et al., 2019).

Hypothesis 5: Innovative Culture has a positive impact on Innovative Work Behavior

The results of the study reveal that Innovative culture significantly impacts innovative work behavior ($b=0.9332$, $t=5.435$, $p<0.001$). The organizational culture that allows challenges, experiments and is open to ideas will further strengthen the innovative behavior. According to SCT, this kind of enabling atmosphere helps shape behavior by diminishing fear of failure and facilitating observational learning. This is also supported by Hughes et al. (2022) where an innovative culture was shown to inspire innovative behavior through enhanced employee creativity and the creation of a supportive environment.

Hypothesis 6: Employee Creativity partially mediates the relationship between Creative Leadership and Innovative Work Behavior

The results of the study reveal that Employee creativity partially mediates the relationship between creative leadership and innovative work behavior (indirect effect: $b=0.9092$, $t=4.400$; direct effect: $b=0.5337$, $p<0.001$). Thus, creative leadership increases employee creativity and their innovative work

behavior. This partial mediation fits well with SCT: that personal (creativity) factors mediate the effect of environmental factors (leadership) on behavior (innovativeness). Example: Newman, Tse & Schwarz (2020) noted that creative self-efficacy is a mediator among transformational leadership and innovative behavior.

Hypothesis 7: Innovative Culture partially mediates the relationship between Creative Leadership and Innovative Work Behavior

The results of the study shows that Innovative culture partially mediates the relationship between creative leadership and innovative work behavior (indirect effect: $b=0.2980$, $t=8.81$; direct effect: $b=1.1449$, $p<0.001$). This is where creative leadership plays a significant role in encouraging a culture of innovation which, in turn, leads to innovative work behavior. The SCT potential map can be helpful to understand this issue, especially if we consider the elements of the environment in modelling and reinforcement factors (SCT). Mediating role of innovative culture in the relationship between leadership and innovative work behavior, confirmed by Nguyen and Nguyen (2021) and Hughes et al., (2022).

The study explored the relationships between creative leadership, employee creativity, innovative culture, and innovative work behavior. The hypotheses tested, whether creative leadership influences innovative work behavior directly and through the mediating roles of employee creativity and innovative culture. The findings supported all the hypotheses, demonstrating significant relationships among these variables. The discussion of the findings incorporates Social Cognitive Theory (SCT) and recent research to provide a comprehensive understanding of the dynamics at play.

5.1 Study Implications

5.1.1 Theoretical Implications

The findings of this research contribute significantly to the existing literature on leadership, creativity, and innovation by integrating Social Cognitive Theory (SCT).

This is one of the few studies highlighting the importance of creative leadership in stimulating innovative work behavior, and both direct and mediated paths for this relationship. By the same token creative leaders can provide a free hand in innovation and people follow their lead which leads to organizational overall greater innovation. This is consistent with SCT who claim that observational learning and modelling are key in behavior development. Likewise, the study suggests that employee creativity and innovative culture play a significant mediating role in the relationship between creative leadership and innovative work behavior. This nuanced appreciation of how leadership behaviors influence organizational innovation provides a richer understanding of the interplay between personal factors (creativity), behavioral tendencies (leadership behavior) and context (organizational culture), aligning with SCT emphasis on this interaction. These results highlight the role of self-efficacy in the relationship between leadership and innovation. Creative leaders increase self-efficacy of employees by providing support and resources, foster greater creativity and innovation - a core tenet of SCT due to its emphasis on self-efficacy as an influencer of behavior. The present study also gives direct evidence of the influence of creative leadership on innovative work behavior and the mediating roles played by employee creativity and an innovative climate. Achieving empirical substantiation fortifies the theoretical foundation for associations among these variables.

5.1.2 Practical Implications

This research yields the following practical implications, which are useful for organizations that have an interest in increasing innovation.

Practical implications for organizations that seek to improve innovation are discussed based on the findings. Support a creative culture through fostering innovative leadership within organizations. The findings underscore the critical need for leadership development interventions that build leadership creativity. Organizations should also support creative leadership, such as through specific programs aimed

at developing creativity in leadership. These types of programs help teach leaders how to create an environment in which employees are likely to be more creative and innovative. Organizations need to work on building and fostering an innovative culture to encourage such innovative work behavior. Accountability at every level, including policies, practices and an environment that allows for risk taking, experimentation and free flow of ideas can contribute towards this goal. If employees are given the tools, training and resources to be creative; they will be able to apply innovative work behavior. Businesses need a way for employees to pitch their ideas and participate in the innovation strategy of a company.

5.1.3 Limitations and Future Directions

The study was conducted among a relatively small sample and the ratio of female's respondents was higher. Limitation of the study was using a homogenous sample which might have limited the findings and generalizability therefore future research should include a more representative sample. Second, this research honed in on the media, freelance and creative space. It may be useful to assess our notion in another segment impacting employability down the road. Finally, the present study was conducted in one wave, as such this is a cross-sectional study. To increase confidence in the results, future research could collect data across two waves using longitudinal study research to move beyond these limitations and be able to analyze better potential causal relationships. In this context, future research could additionally investigate if these relationships are the same in different cultural backgrounds as some studies argue that creative leadership cannot be applied when managing diverse talents in a dynamic culture.

6. CONCLUSION

This study had provided an insight into the significance of creative leadership which significantly effects on innovative work behavior through employee creativity and innovative culture viable mediator. Creative leaders - by providing an environment that facilitates and role modelling - can dramatically boost the creativity of their employees, making the entire corporate culture innovative specifically in advertising and media industry of Pakistan. Social Cognitive Theory (SCT) neatly encapsulates the explanation for these relationships as it offers a wide-ranging theory regarding personal, behavioral, and environmental influences upon innovation enactment. This investigation contributes to current literature by synthesizing SCT, testing and confirming the nomological validity, elucidating mediating mechanisms, providing managerial implications, and fitting findings within a framework of recent research.

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Conflict of Interest


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