



Fostering Employees' Innovative Work Behavior Intentions: The Roles of Agile Human Resource Management Systems, Innovation-Supportive Climate, and Creative Self-Efficacy

Nancy Abdullah Shamaileh¹, Suleiman Ibrahim Mohammad^{2,3*}, Fatima Lahcen Yachou Aityassine⁴, Saif Isam Aladwan⁵, Asokan Vasudevan⁶

¹Department of Business Administration, School of Business, Al al-Bayt University, Mafraq, Jordan, ²Electronic Marketing and Social Media, Economic and Administrative Sciences Zarqa University, Zarqa, Jordan, ³INTI International University, Negeri Sembilan, Malaysia, ⁴Department of Financial and Administrative Sciences, Al-Huson University College, Al-Balqa' Applied University, As-Salt, Jordan, ⁵School of Management, Universiti Sains Malaysia, George Town, Penang, Malaysia, ⁶Faculty of Business and Communications, INTI International University, Negeri Sembilan, Malaysia. *Email: dr_slیمان@yahoo.com

Received: 15 September 2025

Accepted: 18 April 2026

DOI: <https://doi.org/10.32479/irmm.23836>

ABSTRACT

The desire of employees to work innovatively is a key force of the competitiveness, flexibility, and sustainability of organizations in the changing business environments. Although previous studies have emphasized on the significance of personal abilities like CSE in the development of innovative intentions, little focus has been on the combined contribution of the emergent human resource management (HRM) systems and supportive organisational climates in developing innovative intentions. To close this gap, the current research considers the innovative work behaviour intentions of employees presenting both organisational and individual-level factors in the same framework. This paper conceptualizes two organisational drivers, namely agile HRM (AHRM) systems and innovation-supportive climate (ISC), and a single individual variable, which is the creative self-efficacy (CSE). Agile HRM systems are considered to be flexible, responsive, and adaptive HR systems that give way to quick learning, experimentation, employee empowerment, and innovation-beneficial climate that reflects shared perceptions about how organization supports creativity, risk-taking, and idea generation. CSE demonstrates the confidence of the employees in their potential to come up with new and useful ideas. The research design was cross-sectional, and 742 employees employed in public organizations were used to gather the data. Structural equation modelling (SEM) was applied to test both direct and indirect relationships between the variables that were used in the study. The results demonstrate that AHRM systems have a significant predictive value of IWBI in employees in a direct and indirect manner, through ISC and CSE. Moreover, workers who have higher levels of CSE have better intentions to participate in the innovative activities. The findings highlight the importance of AHRM processes in developing an organisational culture that promotes innovation and at the same time boosts the confidence of the employees in their creative capabilities. This research is relevant to the growing body of HRM literature in that the suggestion provides a multi-level view of the relationship between systems, climate, and individual cognition to explain IWBI. Practical implications and theoretical implications are discussed.

Keywords: Innovative Work Behavior, Human Resources, Supportive Climate, Creative Self-Efficacy, Jordan

JEL Classifications: M12, O31, D23

1. INTRODUCTION

Given the fast pace of technological change, limited financial resources and growing citizen demands, the need to promote

innovative work behaviour in employees has emerged as a strategic requirement of organizations in the public sector. The intentions of innovative work behaviour, such as the readiness of the workers to create, market, and introduce new ideas, are especially important

in the public institutions where the inflexibility of bureaucracy frequently limits flexibility and quality of the provided services (Hasani, 2024; Mubarak et al., 2023). Within the framework of the Jordanian public sector, they are more acute because of the constraints of resources, centralization of the administration, and increasing demands to digitize the public services in accordance with national agendas of the transformation (Palmucci et al., 2025; Youssef, 2023). Even after the latest reforms, inefficiencies tied to the work of the public institutions in Jordan persist with the indicators of innovation performance falling below the regional averages and the satisfaction levels of the citizens being average (Alblooshi et al., 2021). Such a situation creates a need to understand better the role of HRM systems in eliciting the intention of employees to participate in the innovative work behaviors. The new HRM literature claims that the old, strict HR practices can no longer be used to meet modern day challenges in organizations, thus the relevance of AHRM systems. The term AHRM systems is used in reference to adaptive and flexible yet people-focused HR practices that allow learning fast, responsiveness, and ongoing improvement (Ketut et al., 2025; Eliasson and Eklin, 2023). AHRM can offer a way to empower employees, minimize delays in the processes, and promote experimentation in the context of the accelerated digital transformation initiatives and administrative changes in the Jordanian public sector, where the process gains momentum. Previous research has shown HRM agility to increase organisational responsiveness and innovative abilities (Franczak and Weinzimmer, 2022; Huynh, 2021). Nevertheless, there is a lack of empirical data that associates AHRM systems with innovative intentions of employees, especially in the context of the public sector. Organisational climate together with the HR systems are instrumental in affecting the behaviour of employees. An ISC is a mirror of common perceptions about the promotion and a reward of creativity, risk-taking, and the implementation of ideas in the organization (Fu and Tan, 2025; Mahdzir et al., 2026). It is important to foster such a climate in public institutions, where the fear of failure and top-down decision-making usually suppress innovation. The literature indicates that when a favorable climate is present, the knowledge sharing, creativity, and innovation outcomes will be improved (Mubarak et al., 2023; Ketut et al., 2025). However, the majority of previous researches have discussed climate as a direct forecaster of the innovations results, without paying enough attention to the moderating effect on HRM systems and employee intentions (Palmucci et al., 2025; Hasani, 2024). At the personal level, CSE, which is a personal conviction in the capacity to generate creative results, has become an important psychological force behind innovative behaviour (Palmucci et al., 2025). Workers with more CSE have a higher probability to participate in the process of generating ideas and solving a problem, even in the conditions of constraints (Sansabas-Villalpando et al., 2019). Such confidence is even more important in the public sector, where innovation may involve overcoming the barriers in the structure. Although the mediating correlation between CSE and innovative behaviour (Panda and Swamy, 2025); Fu and Tan (2025) have been established in the past, little research has investigated the role of HRM systems and organisational climate in joint modelling of this psychological process in the context of developing countries. An analysis of current literature shows that there are a number of gaps that are critical. Most of

the previous studies conducted have been concentrated on the settings of the private sector and have overlooked the settings of the public institutions where the dynamics of innovation are dissimilar (Mubarak et al., 2023; Huynh, 2021). Research tends to analyse HRM practises, organisational climate, and individual cognition individually instead of conducting a multi-level approach to these factors (Hasani, 2024; Panda and Swamy, 2025). The notion of AHRM systems is still not well-researched in empirical studies, especially in terms of its impact on innovation intentions (Youssef et al., 2023). The evidence regarding the Middle East setting and particularly Jordan is little, and cultural and institutional factors might affect employee behaviour in a different way (Alblooshi et al., 2021). The mediation processes by which HRM systems drive innovation intentions through climate and self-efficacy are not adequately researched (Fu and Tan, 2025; Alblooshi et al., 2021). Altogether, as at least eleven previous studies note, integrated context-specific studies bridging these gaps are needed. In order to overcome these shortcomings, the current research is expected to accomplish the following aims: (1) to determine the direct impact of AHRM systems on the IWBI of employees; (2) to determine the mediating role of ISC in this correlation; (3) to locate the moderating impact of CSE; and (4) to establish the integrated multi-level framework that would allow uncovering how organisational systems and psychological factors jointly influence innovation intentions in the context of the Jordanian public sector. The rationale behind this study is the pressing necessity of increasing the capacity of innovation among the public institutions that struggle with the lack of resources and pressure of digital transformation. The study narrows down to the public sector of Jordan and offers contextually interesting information on a poorly-studied but strategically-significant area. The usefulness of this study is that it causes the policymakers and HR professionals to understand how agile HRM practise can promote the culture of innovation and empower the employees psychologically. The research has a number of original insights. Theoretically, it develops the literature of HRM by combining AHRM systems, ISC, and CSE into a single framework based on multi-level perspectives. Empirically, it gives evidence based on a developing country setting of the public sector, which is a major gap in the current literature. In practice, it brings into the fore practical approaches to the design of HR systems that would facilitate innovation within bureaucracies. In general, this study creates a coherent and well-developed discourse that connects the HRM systems, organizational climate, and individual cognition with the IWBI of the employees and thus, both in the academic study and practical application.

2. THEORETICAL BACKGROUND

The conceptualization of IWBI in employees should be based on a solid theoretical framework that embodies the organizational processes and the cognitive processing of the employees. The present research is based on two complementary and well-known theories namely resource-based view (RBV) and social cognitive theory (SCT). The combination of the theories offers a multi-level explanation of the interaction between organization resources and personal beliefs to influence the intentions of employees to perform innovative work behaviour. The RBV assumes that

sustained competitive advantage of organizations is attained due to the successful investment of valuable, rare, inimitable, and non-substitutable resources (Barney, 1991). The conceptualization of AHRM systems in the framework of the given study is to provide flexibility, responsiveness, and capacity to innovate. In contrast to traditional HRM practices, AHRM systems focus on the adaptability, a long-lasting learning process, and enabling the employees, thus allowing the organizations to effectively reply to the changing environments (Franczak and Weinzimmer, 2022; Hasani, 2024). The previous studies prove the thesis that HRM systems are taken as the key intangible assets that facilitate organisational innovations and performance (Mahdzir et al., 2026; Alblooshi et al., 2021). Here, organisational climate, or an innovation-supportive climate in particular, may also be considered a useful collective resource to enable the exchange of knowledge, creativity, and experimentation (Fu and Tan, 2025; Eliasson and Eklind, 2023). Empirical research has revealed that organizations with favorable climates have increased chances of realizing higher innovations outcomes (Huynh, 2021; Mahdzir et al., 2026). In addition, AHRM systems are essential in the creation of such climates by facilitating open communication, decentralization and risk-taking practices (Panda and Swamy, 2025; Alblooshi et al., 2021). Therefore, RBV is a good theoretical foundation to explain the interaction between organisational-level resources, namely, AHRM systems and ISC, and their impact on employees in respect of innovativeness intentions. Nevertheless, although RBV is instrumental in explaining the contribution of organisational resources, it fails to provide the psychological process by which the resources become individual behaviour. In an effort to overcome this shortcoming, this paper combines SCT (Podsakoff et al., 2003) that has focused on the influence of personal cognition and self-beliefs as well as bidirectional relationships between personal and environmental issues. One of the key processes of SCT is self-efficacy which is a personal conviction in his/her ability to complete certain tasks successfully. CSE, in terms of innovation, indicates the trust that employees have in their power to give birth and deploy new ideas (Fu and Tan, 2025). The role of CSE in predicting innovative work behaviour is backed by a lot of empirical evidence (Alblooshi et al., 2021). The more self-efficacious employees are, the more they take risks, continue to persist when faced with a problem, and be involved in the innovation effort (Yue et al., 2025; Mahdzir et al., 2026). Moreover, SCT assumes that self-efficacy beliefs are influenced by environment elements (organisational climate, leadership practises) and are shaped by social persuasion and the ways of modelling and experiencing mastery (Sansabas-Villalpando et al., 2019; Mumtaz and Parahoo, 2020). This is consistent with the previous results that support organisational climates increase the confidence and motivation of employees to innovate (Alblooshi et al., 2021; Mahdzir et al., 2026). A combination between RBV and SCT provides a logical explanation of how organisational resources are converted into personal intentions. Particularly, AHRM systems (RBV) provide an enabling environment resulting in an ISC, which further facilitates creative self-efficacy among employees (SCT), and the innovative work behaviour intentions become stronger. This connection on multiple levels is justified by the fact that past studies revealed the significance of integrating organisational and psychological opinions to explain employee

behaviour (Franczak and Weinzimmer, 2022; Mahdzir et al., 2026). There is indeed a sound justification to the selection of RBV and SCT due to a number of reasons. To start with, RBV implements the strategic positioning of HRM systems and organisational climate as strategic resources that contribute to innovation (Youssef et al., 2023). SCT describes how these resources affect individual behaviour as a result of the cognitive processes (Mumtaz and Parahoo, 2020). The combination of these theories is in line with the recent demands in HRM literature of multi-level models to intertwine between macro-level systems and micro-level psychological processes (Hasani, 2024). Lastly, it is empirically proven that resource-based perspectives and cognitive perspectives are more effective at explaining the outcomes of innovation when combined with each other (Mubarak et al., 2023; Franczak and Weinzimmer, 2022). To sum up, RBV and SCT are used together, which creates a powerful theoretical basis of this research. It allows a systematic and logically consistent elucidation of the interaction of AHRM systems and ISC which are organizational resources with CSE, an individual cognitive factor to influence the IWBI of employees. Such a combined methodology not only makes the study more rigorous theoretically but also makes it more explanatory in explaining innovation in the complex organizational settings.

2.1. Agile HRM Systems and Employees' Innovative Work Behavior Intentions

The AHRM systems are being acknowledged as a subject of employee innovation enabling factor due to its ability to create flexibility, autonomy and quick responsiveness in organizations. Based on the RBV, one of the practices of AHRM, including continuous learning, decentralized decision-making, and adaptive performance management, are the resources with great value to the organization as they increase the capacity and willingness of employees to participate in innovative processes (Huynh, 2021; Fu and Tan, 2025). Such systems provide a setting in which employees are emboldened to experiment, make calculated risks, and actively generate new ideas thus reinforcing their intentions to innovative work behaviour. This relationship is strongly supported using empirical evidence. As an example, as shown by Hasani (2024), high-performance and flexible HRM systems contribute significantly to the results of employee creativity and innovativeness. On the same note, Panda and Swamy (2025) revealed that greater innovativeness behaviour is realized in HRM practices that encourage empowerment and engagement. Youssef et al. (2023) also emphasized that knowledge based and adaptive HR systems promote innovation, through sharing of knowledge and helping in collaboration. Besides this, Eliasson and Eklind (2023) also marks that the supportive HRMs directly impact the readiness of employees to start and execute new ideas. Behaviorally, the AHRM systems improve perceived autonomy and intrinsic motivation of employees, which are primary sources of innovative intentions (Mumtaz et al., 2020; Almestarehi et al., 2025). When HR practices are considered by the employees as being flexible and supportive, such employees have a greater opportunity to become psychologically empowered to question the current processes and seek innovative solutions. In addition, Senthurpandi (2025) and Mubarak et al. (2023) gives evidence that organisational systems enhancing empowerment and learning play

a key role in terms of innovation-related behaviors. Consequently, in line with previous theoretical and empirical researches, AHRM systems are supposed to be instrumental in developing innovative work behaviour intentions among employees through the provision of enabling environment to facilitate creativity, adaptability, and proactive participation among employees.

H₁: AHRM systems significantly and positively affect employees' IWBI.

2.2. Innovation-Supportive Climate and Employees' Innovative Work Behavior Intentions

An ISC indicates how well the organisational norms, values, and practises are an indication that originality, experimentation, and continuous improvement are encouraged. Contextually, this climate acts as an important contextual situation signal that influences the cognitive appraisals and action plans of the employees towards innovation. Employees get encouraged to dedicate time to coming up with and developing new projects when they all feel that creativity is appreciated and that innovative ideas do not have punitive action implications (Alblooshi et al., 2021; Mahdzir et al., 2026). This relationship is well empirically grounded using previous studies. Indicatively, research has revealed that advantageous climates characterized by openness and support largely contribute to employee willingness to do unstructured actions like innovation (Mahdzir et al., 2026; Youssef, 2023). In a similar manner, Panda and Swamy (2025) discovered that those organizations described as trustful, idea supportive and risk taking report a high employee innovation. Almestarehi et al. (2025) also reveals that the team and organisational climate is a determinant of innovations intent based on their expectations and behavioural norms. Furthermore, according to the empirical evidence presented by Yue et al. (2025), the climates that promote participation and autonomy provoke the employees to become more proactive in providing creative ideas. Similarly, Fu and Tan (2025) established that positive environmental conditions have a strong influence in supporting creative engagement by decreasing uncertainty and increasing motivation. Youssef (2023) also attest to the fact that innovation climate is positively linked to the intention of employees to be involved in innovative activities in a plethora of organisational situations. In terms of psychology, an ISC allows strengthening the employee perception that they are appreciated in making their contribution to the company, which enhances their intrinsic motivation, as well as readiness to act independently (Alblooshi et al., 2021). It also reduces the perceived risks of failure especially when it is a structured setting like in the context of a public sector organization. In addition, Fu and Tan (2025) emphasizes the fact that favorable climates promote exploration and experimentation of ideas, the key antecedents of innovative intentions. Taken together, the results suggest that an ISC is a potent contextual force that influences the attitude and intention of the employees toward innovation. Thus, the hypothesis is that, in case employees believe that there exists a strong climate which endorses creativity and experimentation, they have more chances to build more robust intentions to be involved in innovative work behaviour.

H₂: ISC significantly and positively affects employees' IWBI.

2.3. Mediating Role of Innovation-Supportive Climate

The mediating position of ISC comes in because it is realized that organizational systems on their own do not directly translate into employee intentions unless the employees feel that they are working in an environment that promotes and supports innovation. The AHRM systems offer flexible policies, performance support, participative practices, but the influence on the innovative intentions of employees is dependent on how the systems are designed to affect the organisational context. Particularly, when HR practices create the impression of promotion, receptiveness, and bravery, employees perceive these statements as the facilitating factors of innovation (Alblooshi et al., 2021; Youssef, 2023). This mechanism has been supported by empirical evidence. Sheikhoon et al. (2025) who concluded that the HR practices had an indirect effect on creative performance by employees who felt that the climates were supportive. Equally, Mahdzir et al. (2026) found that climate serves as an intermediate whereby HRM strategic environment increases discretionary behaviors. The findings of the works by Franczak and Weinzimmer (2022) and Almestarehi et al. (2025) prove that the probability to use innovation increases when organisational policy is viewed as creating the conditions of a supportive and favorable environment to experiment. In addition, (Awbrey, 2025) has underscored that ISC facilitates the relationship between HR flexibility and innovative behaviors and common perceptions are important in the process of converting structural resources to behavioral outcomes. In behavioral approach, employees react not only to the intervention of HRM but also to the psychological signals that are contained in the organisational climate. AHRM systems can offer freedom, educational experiences and participatory mechanisms, but they can only be effective by whether employees see these components as supporting creativity and experimentation. This is in line with the research done by Fu and Tan (2025) and Yue et al. (2025) that indicate that the positive climates reinforce the motivational channel linking organisational resources and behaviour intentions. Thus, it is hypothesized that ISC plays a role of a critical mediator. The perception of organisational support of innovation is developed by the AHRM systems and reinforced the intentions of employees to participate in the innovative work behaviors. ISC plays a role by being the psychological contact linking systems and personal intentions to internalize and be executed into employee behaviour.

H₃: ISC significantly mediates the relationship between AHRM systems and employees' IWBI.

2.4. Creative Self-Efficacy and Employees' Innovative Work Behavior Intentions

CSE is a personal conviction of the ability to produce new and helpful ideas, creative resolution of problems, and the introduction of new solutions to work. CSE is a crucial psychological motivation of innovation intentions compared to general self-confidence because it is a specific motivation aimed at employees feeling their ability to generate meaningful innovation. As soon as employees have faith in their creative potential, they tend to be more initiative, seek alternative solutions and continue working on difficult assignments, even when they are subjected to uncertainty or organisational limitations (Alblooshi et al.,

2021; Ketut et al., 2025). There is solid empirical evidence on the relationship between CSE and innovative behaviors. Youssef et al. (2023) discovered that more behaviors of idea generation and implementation are always demonstrated by employees who have high creative self-efficacy. On the same note, Almestarehi et al. (2025) revealed that self-efficacy increases motivation and intention to seek a creative solution and Panda and Swamy (2025) have observed that CSE predicts the quality and frequency of employee innovation. The point made by Panda and Swamy (2025) and Mahdzir et al. (2026) also furthers the idea that employees who believe that they can be able to creatively solve problems tend to be more inclined to convert the ideas into actionable innovations. In addition to the empirical data, the theoretical explanation of this connection relies on the SCT, which underlines that self-efficacy determines the objectives that people establish, their level of effort, and their persistence to reach them (Alblooshi et al., 2021). When applied to innovation, the high-CSE employees have the view of the challenges as solvable and of the innovative work as possible, and that directly enhances the intent to pursue innovative work behaviour (Fu and Tan, 2025). Furthermore, research on the issue in the public sector has shown that CSE is especially important when the organization is structured or hierarchical and where environmental support of innovation can be low (Ketut et al., 2025; Youssef, 2023). In these types of environments, the individual conviction of employees in their creative ability emerges as one of the key factors in their growth of intentions to take and implement innovative projects. Consequently, following the theoretical arguments as well as empirical findings, employees who have a greater CSE exhibit greater intentions to be involved in innovative work behaviour, making CSE an important individual level predictor in the model to be used.

H₄: CSE significantly and positively affects employees' IWBI.

2.5. Mediating Role of Creative Self-Efficacy

The mediating position of CSE indicates the model in which organizational HR practices are converted to individual innovative intentions. Although AHRM systems give flexibility to employees, make them participate in decision-making, and have access to learning and development opportunities, these structural interventions are not sufficient to ensure that employees do anything innovative (García-Buades et al., 2015). Rather, the power of AHRM practices is fulfilled partly by the belief in creative abilities of employees. Employing HR systems that empower workers, grant them autonomy, and enable them to develop their skills will make people feel more competent to produce and apply innovative ideas, which has a direct positive impact on the desire to act in an innovative way (Youssef et al., 2023). A number of empirical studies help in proving this mediating mechanism. In their case, Franczak and Weinzimmer (2022) emphasized that HR practices that support autonomy and skill development have a positive impact on innovation results in terms of CSE enhancement. According to (Panda and Swamy, 2025), self-efficacy played the role of a psychological channel between organisational support and creativity-related behaviors. On the same note, Yue et al. (2025) have also established that perceived creative competence is a partial mediator of the effects of flexible work systems on employee innovation. Mubarak et al. (2023) also

suggests that the perception employees have in their ability to be creative defines the success of organisational resources being translated into innovative activities. In theory, SCT states that the environmental cues, which include favorable HRM systems, can boost self-efficacy of individuals in the form of mastery experiences, social modelling, and positive reinforcement. As a matter of fact, these conditions are achieved in AHRM systems where employees are able to experience safely and give feedback and develop skills that are pertinent to creative problem solving. The fact that creative self-efficacy is a considerable mediator is empirically proven by the studies conducted by (Huynh, 2021) and Mahdzir et al. (2026) in the context of the public sector, in which direct empowerment might not be feasible. As a result, it is hypothesized that CSE is one of the major psychological processes that connect AHRM systems to IWBI of employees. Self-efficacy is a primary mediator in the suggested model as by instilling the confidence in creative abilities, the AHRM practices indirectly enhance employee motivation and willingness to participate in innovative efforts.

H₅: CSE significantly mediates the relationship between AHRM systems and employees' IWBI.

2.6. Sequential Mediation of Innovation-Supportive Climate and Creative Self-Efficacy

Sequential mediation hypothesis suggests that, first, AHRM systems influence the perception of employees towards an ISC which in turn improves their CSE which in turn reinforces their intentions of participating in innovative work behaviour. That is, HRM practices offer organisational and procedural assistance that builds an environment in which innovation is promoted and this environment reinforces the employees belief that they can work creatively. This successive process underscores the fact that organisational environment and personal thinking are required to convert HRM resources into practical innovative intentions. Such sequential mechanisms are credible as shown by empirical studies. Mahdzir et al. (2026) established that the HR practices had an indirect influence on the innovative behaviors because they determined the perceptions of favorable work environments. On the same note, Youssef (2023) stated that organisational climate mediates the effect of HRM systems on discretionary employee results. Mahdzir et al. and Franczak and Weinzimmer (2022) emphasized that the HR systems working in a climate where creativity is valued in a given context strengthens the nature of self-efficacy in employees, where they both rely on each other. Almestarehi et al. (2025) goes a step further to confirm the fact that the sequencing of climate and self-efficacy as sequential mediators offers a better explanation as to how organisational resources affect innovation-related intentions. This chain is, in theory, in line with SCT and the RBV. AHRM systems are strategic resources that create the required organisational conditions whereas innovation-supportive climate develops social and psychological cues that influence the individual efficacy beliefs. These environmental cues are internalized by the employees, and it creates the trust in their own creative potential, which is then mirrored in greater desires to undertake creative work behaviors (Mubarak et al., 2023; Yue et al., 2025). The sequential mediation hypothesis, therefore, offers a unification of multi-level effects, namely, organisational

systems, shared climate perceptions and individual cognition to give a holistic explanation of ways in which HRM practices can effectively activate the innovative intentions of employees to operate in structured and dynamic organization environments.

H₆: AHRM systems influence employees' IWBI through the sequential mediation of ISC and CSE.

This study proposed the conceptual framework that characterizes the hypothetical serial mediation model of the role played by both organisational and individual factors in predisposing the intention among employees to perform innovative work behaviour (Figure 1). As mentioned above, the logic behind this model is explained by the fact that AHRM systems contribute to the creation of an ISC in the organizational setting in which the employees feel more effective to create and apply creative ideas hence are more inclined to take part in innovative work behaviors.

3. METHODOLOGY

3.1. Participants and Procedures

An online questionnaire survey was done in the public institutions in Amman, Jordan after obtaining research ethics approval of the institutions research ethics committee. To begin with, through the application of the convenience sampling strategy with the help of the Jordanian Public Sector HR Development Centre, invitations to the research were sent to the administrators of different government departments of six major sectors (education, health, municipal services, social development, transport, and tourism) and requested their involvement in the investigation. We got 102 immediate replies of 102 public organizations in four sectors (education, health, municipal services, and social development). Second, we applied a purposive sampling technique to choose 45 institutions in two key industries (education and health). Third, these administrators assisted in distributing questionnaires online and consent forms as well as instruction manuals to the employees in their institutions. The survey questionnaire was created and filled in electronically using the Google forms (<https://www.google.com/forms/>), and all information was gathered through the internet. Everyone was told that they would complete the questionnaire on a volunteer basis, no form of incentive would be given, and that their identities would remain undisclosed. The sampled population (n = 790) received 742 valid questionnaires

in 72 public institutions. Out of the 742 employees, the majority of them (78.9) were men and 21.1% were women; their ages were between 24 and 58 years (M = 39.12, SD = 8.04). When it came to work experience, 152 respondents (20.5%) had a working experience of 5 years or less, 268 (36.1%) years had the experience of 6-14 years and 322 (43.4%) years had the experience of 15 years or more. Concerning being involved in organisational development and innovation programmes, 164 (22.1) participated quite often, 509 (68.6) participated occasionally and 69 (9.3) had never participated. Each of the participants was experienced with working in organized processes and team-based organizations.

3.2. Measurements

Data collection was done with the help of a questionnaire that accommodates four scales. The respondents had to rank the items using six-point Likert scales which ranged between strongly disagree to strongly agree.

3.2.1. AHRM scale

The scale was the 10-item AHRM scale constructed by (Yue et al., 2025) to measure the perceptions of employees regarding AHRM practices within the public institutions. It was changed in wording based on the context of the Jordanian public sector organizations. The sample items be, in my institution, HR practices are adaptable to the evolving work requirements, and our HR system allows employees to experiment with innovative methods in their work. The AHRM scale comprises three subscales, including the flexibility in work design (three items), the participative decision-making (four items), and the continuous learning support (three items). This scale is also tested in such similar situations within a public sector (Sheikhoon et al., 2025). The results of the CFA showed that the model fits well ($\chi^2 = 142.67$, $df = 22$, $P < 0.001$, $CFI = 0.961$, $TLI = 0.932$, $RMSEA = 0.072$, $SRMR = 0.031$) which implies that this scale is a valid and reliable one.

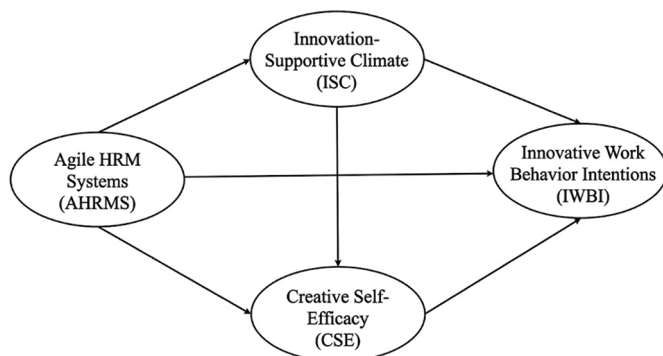
3.2.2. ISC scale

The 9 item ISC scale that Mahdzir et al., (2026) validated was used to assess the perceptions of the employees regarding an innovation supportive organisational climate with regard to two constructs which include managerial support and organizational-wide support of innovation. The sample items consist of, In my institution, professional development programmes promote the new ideas and finally, In my institution, management supports new ideas among departments. The use of this scale in public sector and knowledge-based organizations has proven that it has good psychometric properties in terms of reliability and construct validity (Franczak and Weinzimmer, 2022; Senthurpandi, 2025). The outcomes of CFA of the two-factor model indicated that the model is acceptable ($\chi^2 = 378.44$, $df = 26$, $P < 0.001$, $CFI = 0.956$, $TLI = 0.942$, $RMSEA = 0.045$, $SRMR = 0.022$).

3.2.3. CSE scale

The 12-item CSE scale based on Fu and Tan (2025) was used to measure the beliefs of employees on their creative capabilities, which comprise efficacy in generating ideas (four items), problem-solving (four items), and implementation of creative solutions (four items). Examples of the sample items are, I am sure that I will be able to create new solutions to more complicated work tasks

Figure 1: Conceptual model



and I am sure that I could apply new ideas within my department. As the three dimensions of CSE had high levels of correlation ($r = 0.76-0.82$), a second-order factor model was identified, whose interpretation was satisfactory ($\chi^2 = 138.59$, $df = 14$, $P = 0.001$, $CFI = 0.928$, $TLI = 0.949$, $RMSEA = 0.075$, $SRMR = 0.035$).

3.2.4. IWBI scale

The scale was an 8-item IWBI created by Alblooshi et al. (2021) to assess the intentions of the employees to perform innovative work behaviours. Some of the sample items are, I suggest new methods of doing things in my department and I suggest ideas that enhance the institutional processes. Other researchers who employed the IWBI scale in a multi-sample analysis in the past Mahdzir et al. (2026), demonstrated good reliability of the scale ($\alpha \geq 0.76$). A successful fit using the single-factor model was confirmed by the CFA results ($\chi^2 = 112.47$, $df = 25$, $P < 0.001$, $CFI = 0.968$, $TLI = 0.916$, $RMSEA = 0.066$, $SRMR = 0.071$).

3.3. Data Analysis Approach

The data analysis was done using SPSS 22.0 and Mplus 7.0. There was the calculation of descriptive statistics and correlation by SPSS and subsequently the SEM analysis was done using Mplus. The fitness criteria that were measured were several: Chi-square statistic (χ^2), Tucker-Lewis index (TLI), comparative fit index (CFI), and root mean square error of approximation (RMSEA). As a rule, the CFI more than 0.90, TLI more than 0.90, and RMSEA and SRMR < 0.08 were used as the thresholds to demonstrate a satisfactory fit of data (Hasani, 2024). Regarding mediation analysis, bootstrap was used to determine the indirect effects of AHRM systems on IWBI of employees based on ISC and CSE (Hayes, 2009).

4. RESULTS

4.1. Common Method Variance Testing

Here, all the questionnaires filled in the study were anonymous. The data were gathered on the same group of employees and all the predictors measured at the same level. Thus, the common method variance was tested by a single-factor test used by Harman. The outcomes described after the principal component analysis revealed that the eigenvalues of all the factors exceed 1, and the first factor explains only 26.84% of the variance, which is not as high as the critical value of 40. As a result, common method bias was not a significant issue in the current research.

4.2. Descriptive Correlation and Statistics

Table 1 shows the descriptive statistics and correlations. The means of the four variables were the highest in CSE ($M = 5.02$, $SD = 0.81$), ISC ($M = 4.91$, $SD = 0.89$), employees IWBI ($M = 4.76$, $SD = 1.05$) or systems of AHRM ($M = 4.70$, $SD = 0.95$). The reliability of all factors was good with reasonable Cronbach 0.84-0.94. In the meantime, there was strong correlation between the four variables. In the case of checking the bivariate correlations between the variables, there were no potential problems of multicollinearity in the dataset (Table 1) as all of the values were lower than the typical level of 0.80 that is considered to be the generally accepted level.

Table 1: Descriptive statistics, correlation matrix, and Cronbach's α

Variables	M	SD	Cronbach's α	AHRM	ISC	CSE	IWBI
AHRM	4.7	0.95	0.87	-			
ISC	4.91	0.89	0.92	0.66**	-		
CSE	5.02	0.81	0.94	0.68**	0.64**	-	
IWBI	4.76	1.05	0.84	0.59**	0.61**	0.66**	-

$P < 0.01$

4.3. Hypothesized Model Testing

A model of SEM was constructed to investigate the connection between AHRM, ISC, CSE and employees IWBI. The findings indicated good data fit in this model: $\chi^2 = 472.356$, $P = 0.001$, $CFI = 0.948$, $TLI = 0.933$, $RMSEA = 0.070$, $SRMR = 0.028$. As presented in Figure 2, AHRM played major roles in influencing ISC ($\beta = 0.692$, $P < 0.001$), CSE ($\beta = 0.317$, $P < 0.001$) and IWBI ($\beta = 0.248$, $P < 0.001$). Therefore, H_1 was supported. ISC was also positively correlated with CSE ($\beta = 0.521$, $P = 0.001$) and IWBI ($\beta = 0.142$, $P = 0.067$). H_2 was thus partly endorsed. Also, CSE was correlated with IWBI positively ($\beta = 0.371$, $P < 0.001$). Therefore, H_4 was supported. In the meantime, Table 2 presented the results of the mediation analysis. The findings showed that, CSE mediated the effects of AHRM on IWBI ($P = 0.01$) but ISC mediated the effects of AHRM to IWBI, but the strength was lower ($\beta = 0.140$). In the meantime, ISC and CSE acted as intermediaries of the association between AHRM and IWBI ($\beta = 0.204$, $P < 0.01$). Thus, H_3 was supported partly, whereas H_5 and H_6 were supported.

5. DISCUSSION

The objective of the study was to examine the joint impact of organisational and individual factors on the innovative work behaviour intentions of the employees in Jordanian public institutions in terms of AHRM systems, ISC, and CSE. The findings give a detailed insight into how organisational practises mediate into employee innovation intentions, in terms of both direct and indirect impacts. To begin with, the research found out that there is a significant and positive direct impact of AHRM systems on the IWBI of the employees (H_1 supported). This result suggests that it is in close relation to the previous studies that have focused on the strategic value of HRM in supporting innovation based on flexibility, participatory decision-making, and learning opportunities (Almestarehi et al., 2025; Palmucci et al., 2025). The finding is in line with the research on both the governmental and corporate settings, in which HR procedures that boost autonomy and ability advancement have been revealed to directly trigger the innovative conduct of employees (Franczak and Weinzimmer, 2022; Mubarak et al., 2023). Additionally, the given finding confirms the theoretical argument of the RBV, according to which organisational resources, including AHRM systems, offer a competitive edge by making employees be capable of using these resources creatively (García-Buades et al., 2015; Alblooshi et al., 2021). Second, the findings revealed that innovation-supportive climate had a positive effect on CSE and weaker positive correlation with IWBI (H_2 partially supported). Employees who felt that their institutions motivated innovation and experimentation were more apt to think that they could come up with and make new ideas happen. This aligns with the previous

Figure 2: The effects of agile human resource management on creative self-efficacy through innovation-supportive climate and IWBI

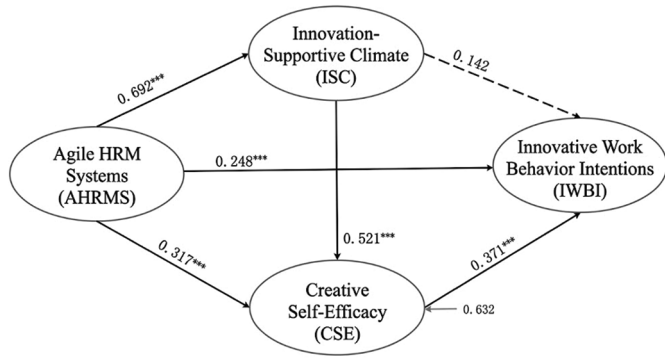


Table 2: Mediation analysis of CSE and ISC on the effects of AHRM on IWBI

Independent variable	Via mediation analysis	Standard coefficient	SE	95% CI
AHRM	CSE	0.178**	0.059	(0.091, 0.321)
AHRM	ISC	0.14	0.048	(-0.051, 0.312)
AHRM	ISC→CSE	0.204**	0.051	(0.118, 0.319)

results emphasising climate as a critical contextual variable influencing cognitive and behavioural reactions of employees to innovation (Hasani, 2024; Fu and Tan, 2025). Even though the positive impact of climate on innovation intentions was not strong, it highlights that climate is a helpful environment that allows the self-efficacy of the employees to be converted into practical innovation (Youssef et al., 2023; Panda and Swamy, 2025). This result also complements the literature indicating that climate can serve better as a mediating factor instead of an independent predictor of the results of innovation (Alblooshi et al, 2021; Sheikhoon et al., 2025). Third, CSE had a great positive impact on IWBI (H_4 was supported).

Workers with a sense of capability in their generation and application of innovative solutions tend to be more proactive in innovative work. This finding is closely associated with SCT that suggests that self-efficacy beliefs determine goals, effort, and persistence of people (Franczak and Weinzimmer, 2022; Awbrey, 2025). The previous empirical data in different organisational settings substantiate that CSE is one of the primary motivators of innovation-related behaviors (Ketut et al., 2025; Muneer et al., 2024). The present result supports the idea that employee thinking is an important mediating process, which allows the transformation of organisational resources and climate into innovative intentions. In terms of mediation, the research discovered that AHRM systems had a partial mediation through CSE and through IWBI (H_3 supported). It complies with the earlier studies that prove that HRM practices do not have a direct effect on the outcomes of innovation but rather increase employee self-efficacy and perceived competence (Muneer et al., 2024; Almestarehi et al., 2025). The inspection brings out the fact that organisational systems are inadequate and require the inclusion of the psychological empowerment of employees to innovate (Fu and Tan, 2025; Palmucci et al., 2025). Besides, the serial mediation of innovation-supportive climate and CSE amongst AHRM systems

and IWBI were significant (H_6 supported). Such a result aligns with the existing literature indicating that HR systems influence the perception of employees toward the organisational climate, which in turn affects such cognitive processes as self-efficacy and eventually behavioral outcomes (Mahdzir et al., 2026; Huynh, 2021). The finding is consistent with findings that multi-level pathways include organisational resources, climate, and psychological beliefs and are a stronger ethical model in explaining innovation behaviors than single-level ones (Senthurpandi, 2025; Palmucci et al., 2025).

Interestingly, ISC directly influence innovation intentions less, but since it is a component of a sequential relationship between CSE, the influence of AHRM systems as part of a chain of effects becomes even more strong. The subtle discovery is reminiscent of previous studies in which the climate is more of an enabler and not a cause of innovative behaviors (Mahdzir et al., 2026; Sheikhoon et al., 2025). It also somewhat is in contrast to other works that report significant direct impacts of climate in the context of the private sector Franczak and Weinzimmer (2022), which indicates the contextual factors, including the structure of the institutions of the public in Jordan, can contribute to the strength of the direct effects. In general, the results of the current research are a good indication that organisational (AHRM systems, ISC) and individual (CSE) conditions contribute to the development of the intentions to innovate in employees in a joint manner. They affirm that the theoretical convergence of RBV and SCT can be used to explain innovation processes and emphasize the significance of multi-level links between the organisational practices and the climate and individual cognition to behavioral intentions (Huynh, 2021).

6. CONCLUSION AND IMPLICATIONS

This paper has seen the impact of organisational and individual parameters on the contribution of IWBI of employees of public institutions in Jordan, through the lens of AHRM systems, ISC, and CSE. The results supported the hypothesis that AHRM systems have a direct and positive impact on the innovation intentions of employees and an indirect influence on it through the mediating effect of ISC and CSE. CSE was identified as a critical personal agentic process, in which ideas of workers about their creative competence are critical to realize organizational resources and climate into actionable innovation. The paper offers empirical support that multi-level processes, a combination of structural, contextual, and psychological aspects are the most important ones to comprehend the innovation in the realm of the public sectors that are traditionally hierarchical and structured. The findings contribute to the theoretical knowledge by filling the gap between the RBV and SCT by establishing the interplay of organizational resources and employee cognition to motivate innovation intentions. Altogether, the paper demonstrates that it is necessary to design integrated HR policies, create conducive environments, and increase the CSE of employees to make the most out of the innovation potential. The results of these findings seriously suggest the future research and even present a strong outline of how structured organizations could encourage discretionary innovation and increase the adaptability and

performance of organizations amid the dynamic environment of the public sector.

6.1. Theoretical Contributions

The study has great theoretical implications as it combines the RBV and the SCT to describe the intentions of employees to innovate in their work behaviour in the Jordanian state institutions. The concept of AHRM systems based on the RBV is that they enable the organization to achieve flexibility, skill development, and participative decision-making, which, in turn, contributes to the ability of the employees to design and introduce new solutions (Ketut et al., 2025). The research empirically proves that these HRM resources have a direct effect on innovation intentions and an indirect one through ISC, which is crucial in the importance of HR practices as the enablers of organizations. SCT adds to this realization by highlighting the mediating effect of the CSE whereby the belief of employees on their creative abilities is critical towards converting organisational resources into behavioral intentions (Awbrey, 2025). The study empirically confirms the sequential mediation of climate and self-efficacy, which allows extending the current area of study on multi-level innovation processes and confirming the contribution of organisational context and personal cognition to the determination of innovative behaviors (Hasani, 2024). These conclusions contribute to theory by combining structural, contextual, and psychological insights, and this offers a strong understanding of innovation processes within the context of the public sector which have not been well-researched within previous studies (Sansabas-Villalpando et al., 2019). Another assumption that has been disputed by the study is that climate or HR systems are independent drivers of innovation; the impact of these two is shown to be interdependent and sensitive to the environment. In general, the theoretical value is based on the ability to fill the gap between RBV and SCT to offer a multi-level approach based on resources and cognition to explain innovation intentions in structured organizations.

6.2. Practical Implications

The practical implications of the findings offered by this research are also high among the managers and policymakers of Jordanian public institutions that aim to improve the IWBI of the employees. In the first place, the evidence demonstrates the significance of AHRM systems as the means of innovation promotion. The HR managers need to focus more on flexible work arrangements, consultative decision-making, and lifelong learning opportunities because their practices directly prompt employees to come up with and apply new ideas. Second, the intensive serial mediation of ISC and CSE underscores the importance of the HR systems is not enough, but organizations should apply a conducive atmosphere which help them to experiment, embrace risks and reward creative work. This suggests that HR practices cannot be done without leadership and organizational culture interventions. Third, the managers are advised to invest in initiatives that enhance the CSE of employees e.g., coaching, mentoring and specific training initiatives that enable employees to transform opportunities into viable innovation. In the case of the public sector organizations, where structure can impose constraints on flexibility, the establishment of psychologically safe organisational environments and the encouragement of norms that are conducive

to innovation can bridge the structural bottlenecks and generate discretionary innovation. As a group, these insights offer practical advice to the institutional leaders to develop integrated HR and organizational strategies to maximize the motivation, abilities and desire of the employees to perform in an innovative work behaviour, hence, boosting efficiency, flexibility and quality of services in the public sector.

6.3. Limitations and Future Research Directions

Although the given work offers useful information, a number of limitations should be mentioned. To begin with, the cross-sectional design limits causal inferences; structural relationships were established through SEM; however, longitudinal research is required to establish directional influence between AHRM systems, ISC, CSE and IWBI (Podsakoff et al., 2003). Second, the study sample comprised of one country and one sector, which is public institutions in Jordan, which restricted generalization. The future investigation must also consider various industries and cross-cultural settings in order to determine whether the suggested mechanisms are true in either the private or multinational organizations. Third, the research was based on self-reports, which can be prone to suffering social desirability bias or perceptual distortion. Future research may include multi-source data including supervisor ratings or objective innovation results which may enhance validity. Fourth, despite the key mediators taken into account, other factors of interest, including organisational support, leadership styles or team dynamics, could intervene on intentions of innovation. Future studies can develop the model by incorporating more contextual, motivational or technological variables. Lastly, although CSE was in the spotlight, other theoretical psychological constructs, including intrinsic motivation, learning orientation, or resilience could also shed more light on individual-level innovation pathways. By overcoming these limitations, it becomes possible to understand multi-level determinants of innovative work behaviors more comprehensively, which enrich the theoretical and offer practical suggestions on what to do to make innovation in planned organizational environments.

7. ACKNOWLEDGMENT

This research is funded by Zarqa University.

REFERENCES

- Alblooshi, M., Shamsuzzaman, M., Haridy, S. (2021), The relationship between leadership styles and organisational innovation: A systematic literature review and narrative synthesis. *European Journal of Innovation Management*, 24(2), 338-370.
- Almestarehi, A.A.R., Al-Ababneh, H.A., Malkaw, E.M. (2025), Impact of blockchain adoption, regulatory environment, and institutional investor participation on FinTech innovation. *Theoretical and Practical Research in Economic Fields*, 16(2), 263-278.
- Awbrey, S.M. (2025), Effects of high-performance culture on innovation, flexibility, competitiveness and profitability constantine kontoghiorghes. In: *Creating a High-Performance Organizational Culture based on Empirically Validated Frameworks*. England: Cambridge Scholars Publishing. p161.
- Barney, J. (1991), Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

- Eliasson, M., Eklind, E. (2023), Exploring Competency Needs of an Innovation Leader-a Qualitative Study Capturing the Perspectives of Innovation Management Practitioners on Competencies and Personal Certification. Sweden: Göteborgs Universitet.
- Franczak, J., Weinzimmer, L. (2022), How SMEs leverage adaptability, risk-taking, and action into positive performance-a moderated mediation model. *Journal of Small Business Strategy*, 32(4), 16-29.
- Fu, Q., Tan, J.S. (2025), Interplay between leadership style and innovative work behavior: Mediated by innovation-oriented people management. *International Journal of Innovation Science*, ahead-of-print(ahead-of-print), 1-23. <https://doi.org/10.1108/IJIS-03-2025-0104>
- García-Buades, M.E., Ramis-Palmer, C., Manassero-Mas, M.A. (2015), Climate for innovation, performance, and job satisfaction of local police in Spain. *Policing: An International Journal*, 38(4), 722-737.
- Hasani, S. (2024), Innovative behavior as a mediator: Self-efficacy, supportive environment and creativity in employee performance. *Journal on Innovation and Sustainability RISUS*, 15(4), 90-109.
- Hayes, A.F. (2009), Beyond baron and Kenny: Statistical mediation analysis in the new millennium. *Communication Monographs*, 76(4), 408-420.
- Huynh, G.T.T. (2021), The effect of transformational leadership on nonfamily international intrapreneurship behavior in family firms: The mediating role of psychological empowerment. *Journal of Asian Business and Economic Studies*, 28(3), 204-224.
- Ketut, S.A.A., Hedy, W.I.M., Ketut, Y.A.I., Bagus, S.I.P. (2025), The transformative impact of innovative work behavior on entrepreneurial orientation and organizational performance. *International Journal of Science, Technology and Management*, 6(2), 312-326.
- Mahdzir, M.N., Ghani, R.A., Yazid, Z., Roslan, N.F.A. (2026), Servant leadership and innovative work behaviour. *Gading Journal for the Social Sciences*, 29(1), 63-78.
- Mubarak, N., Khan, J., Pesämaa, O. (2023), Lord of the flies in project-based organizations: The role of passive leadership on creativity and project success. *Project Management Journal*, 54(5), 508-522.
- Mumtaz, S., Parahoo, S.K. (2020), Promoting employee innovation performance: Examining the role of self-efficacy and growth need strength. *International Journal of Productivity and Performance Management*, 69(4), 704-722.
- Muneer, S., Singh, A., Choudhary, M.H., Alshammari, A.S. (2024), The mediating role of psychological empowerment on the relationship between digital transformation, innovative work behavior, and organizational financial performance. *Behavioral Sciences*, 15(1), 5.
- Palmucci, D.N., Giovando, G., Vincurova, Z. (2025), The post-Covid era: Digital leadership, organizational performance and employee motivation. *Management Decision*, 63(7), 2452-2485.
- Panda, T., Swamy, T.N.V.R.L. (2025), Mapping the evolution of employee creativity and innovation in the sphere of business and management: A bibliometric analysis in the early 21st century. *Cogent Business and Management*, 12(1), 2503425.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y., Podsakoff, N.P. (2003), Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903.
- Sansabas-Villalpando, V., Pérez-Olguín, I.J.C., Pérez-Domínguez, L.A., Rodríguez-Picón, L.A., Méndez-González, L.C. (2019), CODAS HFLTS method to appraise organizational culture of innovation and complex technological changes environments. *Sustainability*, 11(24), 7045.
- Senthurpandi, J. (2025), Examining the Impact of Leader-Member Exchanges on Creativity and Innovation in Information Technology Projects: A Pathway to Competitive Advantage. United States: Liberty University.
- Sheikhon, M., Alabdale, N., Mahdaly, K., Khoja, B. (2025), Empowering innovation in Saudi workplaces: An empirical assessment of learning agility, engagement, and organizational drivers. *Lex Localis-Journal of Local Self-Government*, 23, 3648-3674.
- Youssef, M.M.A. (2023), The impact of entrepreneurial leadership on innovation speed and quality: The mediating role of strategic flexibility. *International Journal of Multidisciplinary Research and Analysis*, 6(9), 4116-4134.
- Yue, Y., Lin, W.L., Tan, H.C. (2025), Unlocking employee creativity: Ethical leadership, employee voice behavior and innovation climate in the era of intelligent manufacturing in China. *Social Responsibility Journal*, 21(7), 1440-1465.