



## Research Article/Araştırma Makalesi

### Effects of Creative Self-Efficacy and Green Shared Vision on Green Innovative Behavior Tendencies: A Research on the Logistics Industry

*Yaratıcı Öz Yeterlilik ve Yeşil Paylaşılan Vizyonun Yeşil İnovatif Davranış Eğilimleri Üzerindeki Etkileri: Lojistik Sektörü Üzerine Bir Araştırma*

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#### Abstract

This study aims to determine the impact of creative self-efficacy and green shared vision on the inclination of employees in the logistics sector to engage in green innovative behaviour. The study's population comprises 564,323 individuals employed in the logistics sector in Turkey. Information was acquired via an internet-based questionnaire. Hence, the study's sample comprises 421 individuals who were chosen from the pool of employees. The analysed data was subjected to frequency analysis, exploratory factor analysis, reliability analysis, normality analysis, correlation analysis, and regression analysis. The correlation study revealed a substantial association between creative self-efficacy and green shared vision, creative self-efficacy and green innovative conduct, and green shared vision and green innovative behaviour. According to the results of the regression analysis, it was determined that creative self-efficacy and green shared vision had significant effects on green innovative behavior tendencies. According to regression analysis, creative self-efficacy was found to affect green innovative behavior tendencies more than green shared vision. Consequently, suggestions were put forward to highlight the significance of a collective environmentally friendly vision to all staff members in this particular group. This study is considered novel because there is no existing research example in the literature that evaluates the impact of creative self-efficacy and green shared vision on green innovative behaviour tendencies.

**Gel Codes:** M19, M12, D23

**Key Words:** *Creative Self Efficacy, Green Shared Vision, Green Innovative Work Behavior, Logistic Industry*

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## Öz

Bu araştırmanın amacı lojistik sektörü çalışanlarının yaratıcı öz yeterliliklerinin ve yeşil paylaşılan vizyonlarının yeşil inovatif davranış eğilimleri üzerindeki etkilerini belirlemektir. Araştırmanın evrenini Türkiye’de lojistik sektöründe çalışan 564.323 kişi oluşturmaktadır. Veriler online anket yoluyla elde edilmiştir. Dolayısıyla araştırmanın örneklemini bu çalışanlardan seçilen 421 kişi oluşturmaktadır. Toplanan verilerle frekans analizi, keşfedici faktör analizi, güvenilirlik analizi, normalli analizi korelasyon analizi ve regresyon analizi yapılmıştır. Yapılan korelasyon analizinin neticesinde yaratıcı öz yeterliliğin yeşil paylaşılan vizyonla anlamlı, yaratıcı öz yeterliliğin yeşil inovatif davranışla anlamlı, yeşil paylaşılan vizyonun yeşil inovatif davranışla ilişkisinin olduğu tespit edilmiştir. Regresyon analizinin sonucuna göre yaratıcı öz yeterliliğin ve yeşil paylaşılan vizyonun yeşil inovatif davranış eğilimleri üzerinde anlamlı etkilerinin olduğu belirlenmiştir. Regresyon analizine göre yaratıcı öz yeterliliğin yeşil paylaşılan vizyondan daha fazla yeşil inovatif davranış eğilimlerini etkilediği görülmüştür. Sonuç olarak bu örnekleme paylaşılan yeşil vizyonun önemini tüm çalışanlara kazandırmak adına tavsiyeler sunulmuştur. Literatürde yaratıcı öz yeterlilik ve yeşil paylaşılan vizyonun yeşil inovatif davranış eğilimleri üzerindeki etkisini ele alan araştırma örneği bulunmadığı için bu araştırmanın özgün olduğu düşünülmektedir.

**Jel Kodlar:** M19, M12, D23

**Anahtar Kelimeler:** Yaratıcı Öz Yeterlilik, Yeşil Paylaşılan Vizyon, Yeşil İnovatif Davranış, Lojistik Sektörü



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## 1. Introduction

Creative self-efficacy refers to an individual's confidence in their capacity to create innovative results. It is considered essential for being productive and generating new information. Bandura (1997) and Gist & Mitchell (1992) emphasized that people's assessments of a number of factors related to the task and interpersonal context have an impact on their beliefs about their capacity to succeed. Interpersonal environmental elements consist of the existence of role models and feedback, whereas task environmental aspects involve possible distractions and the actual surroundings. Evaluating these sources and limitations at different levels enables individuals to improve their creative self-confidence. Creative self-efficacy is a notion that stems from Bandura's (1997) general self-efficacy theory. It refers to the idea that an individual can achieve success in a certain context.

Bandura (1977) proposes a potential correlation between self-efficacy and creative performance. He contends that within organisations, a robust sense of efficacy is vital for maintaining perseverance in creative endeavours, particularly when innovation demands prolonged periods of time and effort, development is dishearteningly sluggish, outcomes are exceedingly unclear, and creations deviate significantly from established techniques. Hence, creativity frequently entails a demanding procedure that necessitates both time and exertion. Due to the significant likelihood of failure, it is crucial to persevere in engaging in innovative endeavours despite encountering numerous difficulties. Creative self-efficacy can be viewed as the antecedent to creative effort (Tierney & Farmer, 2002).

Green shared vision refers to the act of managers establishing strategic directions and goals for the purpose of promoting environmentally friendly and sustainable growth (Chen et al., 2014). Green shared vision is characterized as a composite performance domain that includes a set of employee behaviors that contribute to the common organizational goal of promoting environmental sustainability (Zacher et al., 2023). The organization's green shared vision shows the results of employees' judgments regarding ecological values through which employees' green behavior can be increased (Younas et al., 2023). It is characterised as a strategic approach that promotes the adoption of environmentally friendly behaviour by all employees based on their individual capabilities. The green shared vision developed by organizations does not include achieving sustainable business goals while considering commercial interests (Chang T-W., 2020). A green shared vision offers organisations a clear purpose and a management approach known as the prominent strategic direction of common sustainable goals embraced by employees inside the organisation (Ong et al., 2023).

Many companies around the world have begun to improve their environmental performance by encouraging their employees to more actively engage in involuntary pro-environmental behavior (Afshar Jahanshah et al., 2021). Greening companies and maintaining environmental sustainability has become a top priority for decision-makers. Employees have begun to play important roles in the context of green shared vision and green innovative behavior trends by exhibiting various environmentally friendly behaviors (Ercantan and Eyüpoğlu, 2022). The concept of a shared vision, specifically focused on environmental



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sustainability, fosters an organisational culture that is aware of and actively pursues sustainable practices. This aids managers in establishing strategic objectives and targets for eco-friendly initiatives and sustainable growth. In his work, Bass (1990) asserted that a shared vision serves as a valuable framework that offers clear directives and optimal objectives for individuals inside an organisation. This, in turn, empowers them to effectively surmount prevailing obstacles and accomplish their professional responsibilities. Rice et al. (1998) proposed that a collective vision can effectively communicate shared insights, knowledge, and future plans among employees and can establish a unified strategic direction to support and uncover organisational objectives.

Greening activities have become one of the important ways for organizations to cope with environmental problems. Methods of acquiring green talent and executing green practices have recently received increasing attention and sparked controversies (Maitlo et al., 2022). Green innovative behavior tendencies are a type of employee innovation behavior that, unlike the green behavior of employees, highlights their innovative behavior towards the protection of the environment (Liu et al., 2024). Green innovative behaviour tendencies pertain to the discretionary actions and initiatives undertaken by employees inside their organisations that yield environmentally friendly and sustainable advantages but are not governed by official regulations or environmental protection systems (Ogiemwonyi et al., 2023). According to Kim & Park (2017), employees that display innovative green behaviour frequently participate in activities that are environmentally friendly (Shafaei and Nejati, 2023). This term encompasses tactics and behaviours that are informed by knowledge about the environmental effects of designs and activities (Liu et al, 2021). Employee-initiated environmental actions are what the phrase refers to (Su et al., 2020). When employees work collectively, they can gradually build strong motivation to pursue green innovative achievements together with their teammates (Li et al., 2022). Hence, green creative behaviour is recognised as an extra-role behaviour that actively contributes to organisations within an environmental context (Thomas et al., 2023).

Generally, the logistics sector regards creative behaviour patterns as a crucial element for enhancing competitiveness and fostering economic growth. Thus, the competitive structures of organisations offering logistics services are contingent upon their innovative behaviours, self-efficacies and shared visions. In the logistics industry, the constant need for new thinking and behaviours arises from the influence of technology, the natural environment, and evolving client needs (Onputtha et al., 2021). This study aims to investigate the impact of creative self-efficacy and a green shared vision on the innovative green behaviour of employees in the logistics sector. While prior studies have individually investigated the connections between these variables, there is a lack of research in the literature concerning their linkages, especially in the logistics sector.

In organizations where green innovative behavior is common, new job opportunities are also created. The rapid development of green technologies and increasing demand increases the demand for environmentally friendly products and services. This situation offers opportunities for organizations to enter new markets and gain competitive advantage. At the same time, green innovation projects create a positive image among investors and



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stakeholders and increase the sustainability performance of organizations. Therefore this study aims to fill the gaps noted in the existing literature by examining the distinct impacts of green shared vision and creative self-efficacy on green innovative behaviour tendencies. The main reason for the research is that no studies have been found that express the effect of green shared vision and creative self-efficacy on green innovative behavior tendencies. In addition, the importance of the study is that this research will offer suggestions that will improve the green innovative behavior of employees. Additionally, it seeks to contribute to the current body of knowledge. The study's findings will have significant significance for organisations in the logistics sector, as they will promote sustainable green practices and provide ideas to boost employees' dispositions towards green innovative behaviour, enabling them to adapt to the always-changing market dynamics.

## 2. Conceptual Background

### 2.1. Green Shared Vision

According to Bass (1990), having a common environmental purpose helps members of an organisation effectively tackle current obstacles and complete their work responsibilities. A shared vision facilitates the exchange of thoughts, knowledge, and plans among personnel, enabling the achievement of short-term goals and establishing a single strategic direction (Rice et al., 1998). Furthermore, a shared vision harnesses the capacity for organisational triumph by serving as the basis for visionary strategy. Similarly, according to Giordan (1995), the establishment of a common vision provides the foundation for attaining a competitive edge. Having a shared vision allows employees to understand the significance of their job within a larger and more deliberate framework (Vogus & Sutcliffe, 2012). Moreover, a collective vision has the potential to enhance employees' inclination to surpass anticipated outcomes. Essentially, a shared vision allows people to develop a unified strategy for the future, embrace shared beliefs and principles, and be driven to surpass performance standards.

In order to realise its strategic goal of conserving the environment, management must establish a shared platform when formulating future policies (Chen et al., 2015). A green shared vision is a strategic approach that promotes the adoption of environmentally friendly behaviour by all employees based on their individual abilities and competencies. Referred to as "organisational green vision", this concept enables organisations to have a clear purpose and management approach, hence creating a shared vision across the entire organisation. A shared vision refers to the collective set of norms and goals that provide guidance to employees in working towards the future of the organisation. The concept of a green shared vision promotes the adoption of environmentally friendly practices by all employees, based on their individual abilities and resources (Larwood et al., 1995).

A shared vision enables a unified strategic approach that can uncover contradictory internal organisational objectives (Fulconiss & Lissillour, 2021). The advancement of environmentally friendly policies and activities currently depends heavily on a shared vision for green management. A green shared vision refers to a distinct and collectively agreed-upon strategy



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path towards common environmental objectives that is wholeheartedly adopted by personnel inside an organisation (Larwood et al., 1995). According to Chen et al. (2014), it is recognised as a crucial element in achieving a competitive edge. Furthermore, a collective and environmentally conscious goal is seen as an essential requirement for an organisation's adoption of eco-friendly practices. Employees who possess a shared environmental vision are more inclined to embrace sustainable behaviours. Moreover, a collective and environmentally conscious vision encourages employees to strive towards future objectives of sustainable development and ecological initiatives, motivating them to succeed in their performance and foster sustainable business practices. The presence of a unified and environmentally conscious goal motivates employees from inside, encouraging them to actively contribute towards the development of eco-friendly products (Chen et al., 2014).

According to Chen et al. (2015), organisations should strive for sustainable development that is environmentally friendly. They recommend that organisational management create a strategic development goal that incorporates environmental protection objectives in order to promote a common vision of environmental sustainability within the organisation. According to Senbel (2013), organisational leaders that possess a robust vision have the power to inspire and drive the organisation towards accomplishing sustainability objectives. Hence, when an organisation formulates a suitable environmentally conscious collective vision, it can be asserted that the perspectives, understanding, and principles encompassed in the collective vision will align with the future anticipations of organisational members, motivating them towards favourable attitudes and behaviours (Fang et al., 2021).

## 2.2. Creative Self Efficacy

Self-efficacy theory is a fundamental idea in Bandura's social cognitive theory, which posits a strong correlation between an individual's behaviour, their environment, and cognitive processes (Finnsgård et al., 2018). According to Staples et al. (1998), there are four primary sources of information that individuals use to judge their self-efficacy. The initial source focuses on the accomplishments of individuals in their performance. Attaining accomplishments that are in line with their objectives enhances their confidence and self-efficacy (González Laxe & Sánchez, 2016). The second source pertains to the modelling aspect of social cognitive theory. By seeing the successful behaviours of others, individuals might gain experience and confidence in enhancing their own performance. Social persuasion is the third source, in which individuals are driven and receive good feedback from their superiors on the continuous enhancements in their performance. The fourth source refers to the physiological or emotional states that impact individuals' self-efficacy assessments of particular tasks (Abdullah et al., 2017).

Creative self-efficacy pertains to the internal drive of employees to fulfil creative responsibilities. This idea, recognised as a potent forerunner to creativity, is widely acknowledged as a crucial motivating factor for job success. Employees who possess a strong belief in their ability to be creative are more likely to exhibit higher levels of creativity. Proficient employees are anticipated to possess a significant degree of self-efficacy essential



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for enhancing and cultivating their creative performance. A person's level of creative self-efficacy has a big impact on their creative performance. According to Hall & Ponton (2005), individuals who are polychronic tend to be involved in numerous things at the same time. Several variables impact an individual's creative performance. These aspects include external elements like collaboration, oversight, instruction, and recognition, as well as internal elements like innovative disposition, aptitude, and self-assurance. According to Abdullah et al. (2017), those who have a more creative personality and higher creative self-efficacy are more likely to demonstrate greater creativity in their performance compared to those who have a more conforming personality.

Bandura (1977) proposed in social cognitive theory that self-efficacy has a motivating influence on the process of creativity and innovation. According to him, having a high level of self-efficacy is essential for being creatively productive. Hence, comprehending the notion of self-efficacy is vital for grasping creative capabilities in organisational settings. According to Bandura (2001), the capacity to construct one's own identity stems from social-cognitive theory. Creative self-efficacy refers to an individual's assessment of their capability to do a particular activity in a creative manner, taking into account the specific environment and future prospects.

Employees who possess a high level of creative self-efficacy perceive creative performance differently compared to their counterparts. By using this, staff can enhance their performance and achieve more success in delivering services (Jaiswal & Dhar, 2015). Creative self-efficacy is a psychological factor that promotes good employee development and is recognised for its ability to help individuals overcome challenges and increase resilience. Employees possessing creative self-efficacy also demonstrate a high level of problem awareness. They possess the understanding that they must contemplate and resolve issues prior to them escalating into significant matters (Alzoubi et al., 2016). High levels of inventive and unusual behaviours are a result of two contributing factors: creative self-efficacy.

According to Jiang & Gu (2017), employees who have a high level of creative self-efficacy are able to demonstrate innovative behaviours because they have confidence in their knowledge and their capacity to produce and apply ideas. According to Han & Bai (2020), employees who have a strong belief in their ability to be creative are more confident in taking action when faced with uncertainties or challenges. As a result, they are more willing to take responsibility for suggesting ideas to solve problems. According to Newman et al. (2018), employees who have a high level of creative self-efficacy are able to effectively plan and execute tasks, handle multiple circumstances at once, solve difficulties, and manage their time more efficiently.

Employees enhance their creative self-efficacy by analysing and understanding cues that are relevant to their assigned jobs. Recognising that fulfilling their corporate social responsibility supplies the essential means for creating innovative ideas enables them to allocate more time to discovering challenges and solutions. Furthermore, with the backing of the organisation, individuals can effectively and adeptly conquer obstacles, especially when confronted with possible setbacks and uncertainties (Puccio & Grivas, 2009). Hence, these



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abilities are seen as essential requirements for cultivating innovative self-confidence (Mathisen & Bronnick, 2009).

### 2.3. Green Innovative Behavior

In an organisation, innovative behaviour patterns are linked to growth, expansion, and the execution of novel and useful ideas. It is crucial to foster employees' inclination towards innovative behaviour in the logistics industry (Lim & Lim, 2020). Innovation is considered essential for enhancing employees' engagement in production processes and fostering organisational growth. Hence, the organisational reward system does not encompass creative behaviour inclinations, as they are perceived as discretionary extra-role behaviours that go beyond performance standards (Karimi et al., 2023). Innovative behaviour inclinations strive to generate novel ideas for resolving possible issues and discovering advanced technologies, procedures, and approaches to enhance task performance (Jan et al., 2021).

The green innovative behaviour inclinations of employees, which are seen as proactive and voluntary activities, provide organisations with the advantage of harnessing their ingenuity to discover possible challenges and possibilities. Green innovative behaviour tendencies refer to the actions performed by employees to create, execute, or endorse new ideas that align with environmentally sustainable objectives (Arfi et al., 2018). The conscious and deliberate adoption of creative behaviours, specifically those related to green initiatives, allows employees to align themselves with the organisation's commitment to environmentally friendly development and innovation. This alignment empowers employees to actively demonstrate these behaviours within the organisation. Green creative behaviour tendencies motivate people to engage in green innovation behaviours, which in turn helps to sustain a long-term relationship between employees and the organisation. Furthermore, when employees align with the organisation's environmental management, they will feel a congruence between their own interests and those of the organisation. Therefore, personnel will actively seek environmental advantages for the organisation and will proficiently generate proposals and new ideas for environmental conservation (Chang & Chen, 2013).

### 3. Methodology

The data of the research was obtained through an online survey. In the sample selection, the convenience sampling technique, which is defined as the non-random sampling method in which the sample section selected from the population is determined in line with the researchers' judgments, will be used. In convenience sampling, data is collected from the population in the easiest, fastest and most economical way. For this reason, convenience sampling method was preferred in the study. In statistical research, the researcher should prefer random sampling as much as possible in order to reach more accurate results. If the main mass is homogeneous or random sampling method is not possible, it is necessary to resort to non-random sampling methods (Haşiloğlu et al., 2015: 20).





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### 3.1. Hypothesis and Aim of the Research

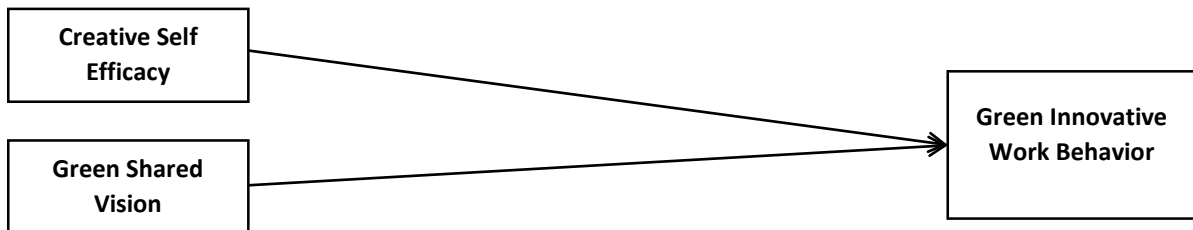
Social learning theory is a significant framework for investigating the process by which human cognition is formed (Dodgers et al., 2023). According to this idea, individuals will form appropriate expectations and action plans, as well as evaluate themselves and their surroundings, in order to later evaluate their self-efficacy during the process of taking action. Self-efficacy is the term used to describe an individual's confidence in their capacity to accomplish a particular goal or achievement (Zhou et al., 2023). Hence, individuals with a strong sense of self-efficacy in a certain domain are more inclined to engage in related activities, and their continued achievements further stimulate their enthusiasm for these activities (Tang et al., 2020). According to social learning theory, individuals' perception of their own self-efficacy primarily stems from their prior social encounters. For instance, doing a certain task autonomously and effectively might offer individuals a gratifying encounter and invigorate their inclination to engage in and consistently enhance this task. Employees' self-efficacy is derived from their experiences of autonomously and effectively accomplishing a task. These experiences enhance the idea that the person is not only suitable for the work but also highly skilled in it (Sun et al., 2024). Furthermore, in accordance with the principle of achievement motivation, individuals consistently possess a desire to attain success and outperform their peers (Bandhu et al., 2024). Therefore, employees can deduce that persisting in activities they believe they excel in results in more pleasant work encounters, greater achievements, and tangible incentives (Walters, 2019).

The philosophy of individual creative action centres on addressing a pre-existing issue through the integration of talent and motivation for innovative endeavours. According to this hypothesis, the presence of a skilled individual who is motivated to solve a problem, together with a specific objective, can lead to the creation of an environment that fosters innovative behaviour (Mittal & Dhar, 2015). In order to effectively navigate an unpredictable work environment, it is imperative for successful organisations to foster and promote environmentally conscious and inventive behaviours among their people, harnessing their creative potential (Patterson et al., 2009). Green innovative behaviour pertains to employees generating and executing inventive concepts to enhance their task performance, group performance, or organisational performance during their job responsibilities. Based on social exchange theory and individual creative action theory, organisations that have employees with a strong belief in their own creative abilities and a strong commitment to environmental sustainability tend to exhibit behaviours that promote green innovation (Li et al., 2019). Consequently, if leaders create a conducive work environment that allows employees to concentrate on their tasks, it is probable that employees will generate more inventive concepts for themselves and their organisations. The following research hypotheses and models are offered based on the principles of social learning theory, individual creative action theory, and social exchange theory:

**H<sub>1</sub>:** Creative self-efficacy has a significant effect on green innovative behaviour.

**H<sub>2</sub>:** Green shared vision has a significant impact on green innovative behaviour tendencies.

**Figure 1: Research Model**



### 3.2. Data Collection

The research questionnaire consists of four sections. The initial segment employs a 4-item scale devised by Tierney & Farmer (2002) to assess creative self-efficacy. The second component employs a 6-item scale devised by Aboramadan et al. (2022) to assess proclivities towards green creative behaviour. The final component employs a 4-item scale devised by Chen et al. (2015) to assess the extent of green shared vision. The fourth segment comprises inquiries regarding the participants' gender, educational background, and level of expertise. The scales are evaluated using a 5-point Likert scale, and there are no items in the scales that are scored in the other direction. In order to conduct the surveys of the research, ethics committee approval was received from a state university, dated 01.02.2024, decision number 2024-2.

The survey encompasses a population of 564,323 individuals employed in the logistics industry in Turkey. The data were gathered via an internet-based questionnaire. Hence, the study's sample comprises 421 individuals who were chosen from the pool of employees. The results pertaining to the representativeness of the sample are outlined below (Gürbüz and Şahin, 2017);

$$n = \frac{384,16}{1 + \frac{384,16}{564.323}} = 384 \quad n_0 = \frac{1.96^2 \times 0.5^2}{0.05^2} = 384,1$$

## 4. Analysis and Findings

### 4.2. Demographics

This section of the study presents information regarding the demographic characteristics of persons employed in the logistics companies that were included in the sample. The information is displayed in Table 1.



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**Table 1: Distribution of Demographic Data of Research Participants**

Variable		Frequencies	%
Gender	Female	227	56.9
	Male	194	46.1
Education	High School	33	7.8
	Associate Degree	58	13.8
	Bachelor's Degree	216	51.3
	Postgraduate Education	114	27.1
Work Experience in the Industry	1-5 year	58	13.8
	6-10 year	111	26.4
	11-15 year	122	29
	16-20 year	67	15.9
	21 year	63	15
		421	100

According to the frequency analysis in Table 1, it is evident that 227 females (56.9%) and 194 males (46.1%) participated in the study from the logistics business. The personnel were classified into the following categories: Out of the total number of participants, 33 (7.8%) had finished high school, 58 (13.8%) had completed associate degree programmes, 216 (51.3%) had completed undergraduate programmes, and 114 (27.1%) had obtained postgraduate education. After analysing the work experience in the logistics sector, it was found that 58 individuals (13.8%) had 1-5 years of experience, 111 individuals (26.4%) had 6-10 years of experience, 122 individuals (29%) had 11-15 years of experience, 67 individuals (15.9%) had 16-20 years of experience, and 63 individuals (15%) had 21 or more years of experience.

#### 4.3. Reliability Analysis

Reliability analysis is performed in the field of social sciences to ascertain the consistency of measures provided by scales and to assess the uniformity among the items within the scale. Reliability analysis evaluates the level of consistency that a measurement tool exhibits. The alpha coefficient is employed to assess internal consistency and ascertain the homogeneity of item structure. A high alpha coefficient signifies that the items on the scale exhibit strong internal consistency and effectively assess the same underlying attribute. Thus, given that the values in Table 2 are within the range of 0.80 to 1.00, it can be concluded that there is a high level of reliability.



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**Table 2: Reliability Analysis**

Variables	Cronbach's Alfa	Mean	Standard Deviation
Creative Self Efficacy	0.85	3.3254	1.07976
Green Shared Vision	0.87	3.2167	1.09969
Green Innovative Work Behavior	0.86	3.3215	0.96197

Upon examining Table 2, it is evident that the internal consistency value among the scale items is deemed satisfactory. Given that the alpha coefficient exceeds 0.70, it may be concluded that the scales are deemed credible.

#### 4.4. Exploratory Factor Analysis

Exploratory factor analysis is conducted to identify observed variables, summarise these variables, and determine manageable and workable factors (Field, 2012). Below are the findings of the exploratory factor analysis related to the variables:

**Table 3: Exploratory Factor Analysis for Creative Self-Efficacy**

Creative Self Efficacy	Items	Factor Loadings
	CSE1	0.864
	CSE2	0.862
	CSE4	0.833
	CSE3	0.769
<b>KMO Value= 0.757</b>		
<b>Sig.= .000</b>		
<b>Chi Square Value= 798.583</b>		

When examining the EFA results for the Creative Self-Efficacy Scale, it is observed that all items of the scale are gathered under a single factor; the KMO value is 0.757, and the single factor explains 69% of the total variance. A KMO value above 0.60 indicates that the sample is sufficient for factor analysis (Field, 2012; Kaiser, 1974).

**Table 4: Exploratory Factor Analysis for Green Shared Vision**

Green Shared Vision	Items	Factor Loadings
	GSV2	0.883
	GSV1	0.861
	GSV4	0.830
	GSV3	0.823
<b>KMO Value= 0.793</b>		
<b>Sig.= .000</b>		
<b>Chi Square Value= 866.942</b>		



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Upon analysing the EFA results for the Green Shared Vision Scale, it is evident that all items of the scale are grouped together under a singular factor. The KMO value is calculated to be 0.793, and this single factor accounts for 72% of the overall variation. A KMO value greater than 0.60 suggests that the sample size is adequate for doing factor analysis (Field, 2012; Kaiser, 1974).

**Table 5: Exploratory Factor Analysis for Green Innovative Behavior**

Green Innovative Work Behavior	Items	Factor Loadings
	GIWB1	0.851
	GIWB2	0.801
	GIWB6	0.780
	GIWB5	0.761
	GIWB3	0.748
	GIWB4	0.715
<b>KMO Value= 0.875</b>		
<b>Sig.= .000</b>		
<b>Chi Square Value= 1088.456</b>		

While evaluating the EFA results for the Green Innovative Behaviour Scale, it is evident that all items of the scale are grouped together under a single factor. The KMO value is 0.875, and this single factor accounts for 60% of the overall variation. A KMO value greater than 0.60 suggests that the sample size is adequate for doing factor analysis (Field, 2012; Kaiser, 1974).

#### 4.5. Normality Analysis

According to George & Mallery (2010), if the kurtosis and skewness values for scale data are between -2 and +2, the data are considered to be normally distributed. Based on the results of the normality test given in Table 6, it is determined that the kurtosis and skewness values fall within this range. Therefore, it is accepted that the data is normally distributed.

**Table 6: Skewness And Kurtosis Values**

Variables	Skewness	Kurtosis
Creative Self Efficacy	-1.224	-0.469
Green Shared Vision	-1.392	-0.364
Green Innovative Behavior	-1.185	-0.561

The kurtosis and skewness values given in Table 6 are determined to be within the range of -2 to +2. This indicates that the scale scores are normally distributed. Therefore, parametric analyses will be applied to test the hypotheses.

#### 4.6. Correlation Analysis

The results of the correlation analysis conducted to determine whether there is a relationship between variables, and if so, whether this relationship is strong or weak, and whether one variable increase or decreases while the other increases, are given in Table 7:

**Table 7: Correlation Analysis Values**

	Creative Self Efficacy	Green Shared Vision	Green Innovative Behavior
Creative Self Efficacy	1		
Green Shared Vision	,696**	1	
Green Innovative Behavior	,686**	,675**	1

The correlation analysis presented in Table 7 reveals that there is a strong and statistically significant relationship between creative self-efficacy and both green shared vision ( $r(421): 0.696^{**}, p < 0.005$ ) and green innovative behaviour ( $r(421): 0.686^{**}, p < 0.005$ ). Additionally, there is a significant relationship between green shared vision and green innovative behaviour ( $r(421): 0.675^{**}, p < 0.005$ ).

#### 4.7. Regression Analysis

The aim of multiple regression analysis is to examine the effect of multiple independent variables on a dependent variable. Its fundamental assumption is that there is a linear relationship between the dependent variable and the independent variables. Table 8 presents the results of the multiple regression analysis for the study:

**Table 8: Regression Analysis Values**

Dependent Variable	Independent Variable	B	$\beta$	Sig.	VIF
Green Innovative Behavior	Creative Self Efficacy	.374	.420	.000	1.940
	Green Shared Vision	.335	.383	.000	1.940
$R^2 = .547$ Adjusted $R^2 = .545$ F= 252.243 Anova= .000 DW= 1,994					

The regression analysis in Table 8 reveals that there are substantial effects of creative self-efficacy ( $p < 0.05$  Beta=.420) and green shared vision ( $p < 0.05$  Beta=.383) on green innovative



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behaviour tendencies. As a result, the  $H_1$  and  $H_2$  hypotheses are accepted. The calculated  $R^2$  value from the study reveals that 55% of the variation in the dependent variable, green innovative behaviour inclinations, can be accounted for by the independent factors. The adjusted  $R^2$  value signifies that 54% of the variation in the dependent variable, green innovative behaviour inclinations, can be accounted for by the independent factors. The regression model (ANOVA) was determined to have a significance level of less than 0.05. This measures the extent to which the model accounts for the variability in the dependent variable.

## 5. Discussion and Conclusion

The research undertaken has established that a green common vision has a substantial impact on tendencies towards green creative behaviour. There is a lack of studies in the literature that investigate the correlation between these two variables. Amiruddin et al. (2021) did a study examining the correlation between green shared vision and green innovation among 437 employees of a firm in Pakistan. The study focused on the idea of green innovative behaviour tendencies, which are directly linked to this relationship. The investigation indicated that the presence of a shared vision focused on environmental sustainability has a notable impact on the development of innovative solutions that promote environmental conservation.

Another finding of the regression analysis is that creative self-efficacy has an impact on innovative work behaviour. Chen and Zhang (2023) conducted a research example similar to this result with 300 people working in the manufacturing industry in China and concluded that creative self-efficacy affects employees' green innovative behavior tendencies. Again Abdullah et al. (2019) conducted with 186 employees of a company in Malaysia, it was determined that creative self-efficacy had a significant effect on green innovative behavior tendencies. Similar findings to this study have been reported by Newman et al. (2018) in a study involving 412 individuals employed in the implications sector in China, Marchyta & Santoso (2021), Akbari et al. (2021) in a study with 175 managers, Gelaidan et al. (2023) in a study involving 446 individuals employed in the service sector in Qatar, Zhang & Wang (2022) in a study with 289 individuals employed in various organisations in China, and Mehmood et al. (2020) in a study involving 265 individuals employed in the textile sector in Pakistan.

The research results of the study indicate that creative self-efficacy has a greater impact on green innovative behaviour tendencies than green shared vision in enterprises operating in the logistics industry included in the sample. Developing a collective vision for sustainability is a crucial initial phase in guiding beneficial transformations within an organisation or society. A shared vision creates a captivating and motivating image of a future that harmonises the beliefs, objectives, and behaviours of individuals (Chang, 2020). A shared vision that emphasises environmental sustainability, known as "green shared vision", serves as a powerful tool to overcome resistance to change and hurdles. It fosters collaboration and innovation while also motivating individuals to act (Chen et al., 2014). To establish a



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collective environmental vision that engages and empowers all employees, it is necessary to identify the gaps and priorities that the vision should focus on. This can be achieved by conducting a thorough analysis of the current and future trends and issues, as well as the opportunities and threats that impact sustainability, both within and outside the organisation (Latif et al., 2022).

Creating a unified vision for sustainability within organisations cannot be achieved through a top-down approach. It is crucial to ensure that all stakeholders are involved and contribute their perspectives. Employees, clients, suppliers, business partners, and community members are just a few examples of the people or organisations that stakeholders refer to (Kantabutra, 2020). Engaging people in the process of developing a collective environmental vision can provide valuable insights, viewpoints, feedback, active involvement, and dedication. Multiple methodologies, including surveys, interviews, focus groups, and internet platforms, ought to be employed in order to actively involve stakeholders.

An effective shared green vision should be unambiguous and persuasive. The document should clearly articulate the envisioned future condition, the advantages and worth it will generate, and the fundamental principles and values that will steer the organisation's decisions and actions (Zhao et al., 2023). An effective shared green vision should be easily communicable and comprehensible, appealing to both the logical and emotional sides of stakeholders. Moreover, it is imperative for organisations to ensure that their visions are in harmony with their plans. Merely having a sustainability vision is inadequate. In order to realise a collective environmentally friendly goal, the action plan must align with the organisation's overall strategy. The strategy should clearly outline the objectives, measures, and benchmarks that will direct sustainability initiatives.

Additionally, one must consider the resources, capabilities, and hazards that are now possessed or required. By harmonising the green shared vision with the organisation's strategy, it can be guaranteed that the vision is achievable, pertinent, and coherent. By doing so, it may also be determined whether it aligns with the overarching mission and objectives of the organisation. Once a green shared vision has been established, it is imperative to effectively communicate and advocate for it to all relevant parties. A collective vision can be effectively communicated using diverse channels and formats, including narratives, visuals, films, or events, in a manner that is transparent, coherent, and captivating. In addition, the shared green vision can be effectively demonstrated by exemplifying the required behaviours and practices. It is essential to be able to adjust to evolving demands, opportunities, and difficulties and effectively address them in order to establish a collective vision for sustainability. Through the process of assessing and refining the vision, we can guarantee that it stays up-to-date, impactful, and motivating, fostering ongoing enhancement and innovation.

Upon reviewing the literature, it becomes apparent that there is a lack of study that investigates the combined impact of green shared vision and creative self-efficacy on green innovative behaviour inclinations. Instead, previous studies have explored these factors alone. Hence, to provide a more precise definition of these ideas and adhere to the established study standards, further investigations must be conducted. It is crucial to





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consider the various disciplines involved in managing the variables, both to identify the areas of influence within the process and for future research. Similar to any scientific investigation, this study also possesses specific constraints. The research was exclusively done with individuals exclusively selected from the workforce exclusively working in the logistics sector in Turkey. Future studies should aim to increase the sample size and re-evaluate the research across other industries in order to enhance the existing literature. Comparing studies conducted in different sectors on how contextual variables affect green innovative behaviour inclinations can yield valuable information.

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**Çıkar Beyanı:** Yazarlar arasında çıkar çatışması yoktur.

**Etik Beyanı:** Bu çalışmanın tüm hazırlanma süreçlerinde etik kurallara uyulduğunu yazarlar beyan eder. Aksi bir durumun tespiti halinde Fiscaeconomia Dergisinin hiçbir sorumluluğu olmayıp, tüm sorumluluk çalışmanın yazarlarına aittir.

**Yazar Katkısı:** Yazarların katkısı aşağıdaki gibidir;

**Giriş:** 1. yazar,

**Literatür:** 3. yazar



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**Metodoloji:** 2. yazar

**Sonuç:** 1. yazar

1. yazarın katkı oranı: %40. 2. yazarın katkı oranı: %30, 3. yazarın katkı oranı: %30.

**Conflict of Interest:** The authors declare that they have no competing interests.

**Ethical Approval:** The authors declare that ethical rules are followed in all preparation processes of this study. In the case of a contrary situation, Fiscaoconomia has no responsibility, and all responsibility belongs to the study's authors.

**Author Contributions:** author contributions are below;

**Introduction:** 1. author

**Literature:** 3. author

**Methodology:** 2. author

**Conclusion:** 1. author

1st author's contribution rate: %40, 2nd author's contribution rate: %30, 3rd author's contribution rate: %30.

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