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ARAŞTIRMA MAKALESİ / RESEARCH ARTICLE

THE EFFECT OF PROACTIVE PERSONALITY ON INNOVATIVE WORK BEHAVIOR: THE MEDIATING ROLE OF ORGANIZATIONAL TRUST

PROAKTİF KİŞİLİĞİN YENİLİKÇİ İŞ DAVRANIŞINA ETKİSİ: ÖRGÜTSEL GÜVENİN ARACI ROLÜ

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Abstract

This study was conducted to determine the mediating role of organizational trust (OT) in the effect of proactive personality (PP) on innovative work behavior (IWB). Designed using a quantitative research method, the study collected data from 183 employees in the service sector through a survey. The data obtained were analyzed using the SPSS Process Macro plugin and the Bootstrap method to examine the direct and indirect effects between variables. These analyses provide a powerful framework for understanding the complex relationships between variables, particularly when examining mediating effects. The analysis results revealed that PP has a significant and positive effect on IWB and that OT plays a partial mediating role in this effect. The findings of the study are supported by the relevant literature and emphasize the critical importance of OT in the relationship between PP and IWB. Additionally, the results of the study provide important implications from both theoretical and practical perspectives.

Keywords: Proactive Personality, Innovative Work Behavior, Organizational Trust, Organizational Behavior.

JEL Classification: L14, M12, M54.

Öz

Bu çalışma, proaktif kişiliğin (PK) yenilikçi iş davranışı (YID) üzerindeki etkisinde örgütsel güvenin (ÖG) aracı rolünün belirlenmesi amacıyla yapılmıştır. Nicel araştırma yöntemi ile tasarlanan çalışma, hizmet sektöründe çalışan 183 çalışandan anket yoluyla veri toplamıştır. Elde edilen veriler, değişkenler arasındaki

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doğrudan ve dolaylı etkileri incelemek için SPSS Process Macro eklentisi ve Bootstrap yöntemi kullanılarak analiz edilmiştir. Bu analizler, özellikle aracı etkileri incelemede, değişkenler arasındaki karmaşık ilişkileri anlamak için güçlü bir çerçeve sağlar. Analiz sonuçları, PK'nin YID üzerinde önemli ve olumlu bir etkiye sahip olduğunu ve ÖG'in bu etki üzerinde kısmi aracı role sahip olduğunu ortaya koymuştur. Çalışmanın bulguları, ilgili literatür tarafından da desteklenmekte ve PK ile YİD arasındaki ilişkide ÖG'in kritik önemini vurgulamaktadır. Ayrıca, çalışmanın sonuçları hem teorik hem de pratik açıdan önemli çıkarımlar sağlamaktadır.
Anahtar Kelimeler: Proaktif Kişilik, Yenilikçi İş Davranışı, Örgütsel Güven, Örgütsel Davranış.
JEL Sınıflandırılması: L14, M12, M54.

1. Introduction

Due to their current position, organizations may face various direct or indirect risks, dangers, etc. In this sense, various studies have been carried out on subjects such as 'risk, danger' in the literature (Cai et al., 2022; Leong, 2024). As a response to this situation, it is possible to say that new concepts are entering the relevant literature every day. Thus, a new definition was made for each new concept acquired. Proactivity, which is one of the new definitions (Tornau & Frese, 2013), is a set of behaviors made to evaluate the possibility of an event by making assumptions and predictions before an event occurs, to evaluate the probability of the event, to turn towards the result in a planned way and to influence this result (Bateman & Crant, 1993). At this point, there is a need to understand the relationship between PP and OT (Ristig, 2008). The concept of trust is of critical importance in situations and conditions where uncertainty prevails. In such situations, employees should be able to take individual initiative and manage processes and relationships at a professional level (Tutar & Selçuk, 2018). This situation can be explained by Conservation of Resource Theory (COR). The theory proposed by Hobfoll (1989) is a stress theory that suggests that employees tend to conserve resources such as time, energy, support, and self-confidence. This theory emphasizes that employees are motivated to protect their psychological and physical resources when a stressful situation arises in their environment. Therefore, the presence of a highly stressful environment characterized by insecurity or unpredictability increases the likelihood of resource depletion. In such situations, employees tend to focus on protecting their resources rather than behaving proactively. On the other hand, when the level of organizational trust (OT) is high, employees feel secure because the organization provides them with the resources and support, they need to effectively manage their tasks and roles. This situation creates a perception of less threat and more support among employees, paving the way for entrepreneurial and innovative behavior. Reduced stress due to OT increases employees' psychological resilience, job satisfaction, commitment, and performance (Zheng et al., 2024; Lee et al., 2013; Vanhala & Salminen, 2016; Guinot et al., 2013). Therefore, COR theory suggests that the availability of resources in the workplace enables employees supported by OT to focus on proactive and innovative behaviors. Another theory that explains this relationship is organizational control theory (OCT) (Ouchi, 1979). This theory explains how different levels of control and structure within an organization can either restrict or encourage employee behavior. In organizations dominated by high control and bureaucratic structures, employees may feel restricted or micromanaged. This situation tends to discourage entrepreneurial and innovative behavior. However, when organizational control is less rigid and more flexible, employees feel empowered to

take risks and initiate change. In such environments, employees are more likely to engage in proactive behavior because they have greater autonomy and trust in their organizations. Low control structures within the OCT framework provide greater autonomy and create an environment that increases the likelihood of employees taking initiative and innovating. This reflects the direct relationship between proactive behavior and OT, as trusted employees are more likely to exhibit proactive and innovative behaviors. In this way, OCT argues that when trust is combined with low control, it creates the most suitable conditions for proactive employees to develop. Proactive personality is the tendency of individuals to take personal initiative to improve current situations and create new opportunities (Bateman & Crant, 1993). This personality feature creates a tendency for environmental awareness and changes by acting with intrinsic motivation (Abid et al., 2021). Proactive individuals recognize opportunities before others and take the initiative to express their ideas (Bateman & Crant, 1993). For this reason, it is said that individuals with PP are more entrepreneurial by taking initiative, sensitive to risks and can take measures by taking direct action when faced with risks (Alikaj et al., 2020). Although PP and proactive behavior are not sharply separated from each other, there may be some differences. PP is the belief that individuals can change situations and events as a result of their own behavior and attitudes, as well as recognizing opportunities and as a result, other individuals and the environment in which they live are positively and negatively affected by events (Bateman & Crant, 1993). When examined in a general framework, it can be evaluated that the importance of employees for organizations cannot be denied, and that the importance of employees can take the organization one step further. Naturally, it can be said that proactive individuals are more active in subordinate and superior relations and achieve career success (Yang & Chau, 2016). In this sense, it can be understood that proactiveness is important for both individuals and organizations. When the studies conducted in this context are examined, it can be stated that proactive personality-based behavior has been examined with different organizational successors such as career success (Seibert et al., 1999), job satisfaction and organizational citizenship behavior (Li et al., 2010), job performance (Thompson, 2005) and transformational leadership (Buil et al., 2019), but the results in the context of innovation are limited (Li et al., 2017; Mubarak et al., 2021; Zuberi & Khattak, 2021). On the other hand, the number of studies addressing trust climate as a mediator or regulator in this relationship is limited. When COR and OCT theories are considered together, it can be stated that the relationship between PP and IWB is formed through OT. Indeed, OT has a structure that provides all the resources and environment necessary for the development of proactive employees. In this direction, it can be stated that there is a gap in the related literature to determine the role of trust climate between the two variables. In other words, expanding the scope and content of the relationship in question will both fill the gap in the relevant literature and contribute theoretically and practically. The objective of this theoretical and empirical contribution is to ascertain the mediating function of organizational trust in the impact of PP on IWB. The findings obtained because of the research will fill the gap in the related literature, will allow the context of the concepts to deepen and will pave the way for a more in-depth examination of the relationship in the organizational behavior literature. In addition, it is thought that the results of the research will contribute to the formation of an organizational structure that encourages innovation, innovative human resources strategies and the development of strategic competition elements with proactive employee behaviors.

2. Literature Review

2.1. The Relationship Between Proactive Personality and Innovative Work Behavior

Proactive personality can be defined as the desire of employees with high environmental interaction to create change (Crant, 1995). This desire is reflected in the process of choosing and influencing the organizational structure in which employees find themselves (Bateman & Crant, 1993). Therefore, proactive employees pursue a more active path to achieving their goals by continuously striving to create a better future. They possess strong personal resources in terms of changing the environment and promoting development without hesitating to take risks (Ashford & Black, 1996; Bateman & Crant, 1993). Therefore, proactivity, which is considered as an important output in terms of individual performance, is a multifaceted phenomenon that is evaluated as both internal and external control mechanism of the organizational management process (Bateman & Crant, 1993). This phenomenon can also be considered as an individual measure (Ashford & Black, 1996). In this direction, proactive personality-based behaviors within the organizational structure enable employees to approach events and situations more cautiously and contribute to organizational performance (Crant, 1995). However, this situation alone is not sufficient. It is known that the most important condition for increasing organizational performance, ensuring sustainability and being in a superior position in the competitive market is innovative work behavior. IWB, which is defined as the generation, implementation or adoption of new ideas (Scott & Bruce, 1994), includes proactive personality-based behaviors that employees exhibit because of their individual will (De Jong & Den Hartog, 2010) and plays a decisive role in increasing organizational performance. In the related literature, it is known that some organizational factors that address IWB have been examined. For example, organizational support (Hock-Doepgen et al., 2025), employee voice (Ajmal et al., 2025), green organizational culture (Madan et al., 2025) and supportive work environment (Chaiyapruksayanonde & Ponchaitiwat, 2025) are some of them. There are also some studies that do not address proactive personality-based behaviors together with innovativeness but evaluate the organizational outcomes of proactiveness. For example, Utsch et al., (1999) in their research on entrepreneurs and managers in eastern Germany found that people have some characteristics such as 'achievement orientation, sense of competence and caution against control'. In some studies, proactiveness is effective on 'age, gender, education, family' factors in terms of its relationship with entrepreneurship (Saraçoğlu et al., 2010). In some studies, it is pointed out that people lose their proactive personality – based behavioral styles in job changes and it will take time for them to regain them, so the factors that are effective may vary and cannot be clearly stated (Asford & Black, 1996). In this context, approaches related to proactive personality – based behavior are mostly based on an existentialist approach and are examined in four stages: personal responsibility, authenticity, individual's sphere of freedom and personal development' (Alikaj et al., 2020). As a characteristic of the proactive approach, the risk-taking factor is also extremely important. Therefore, it can be said that without this risk-taking situation, proactive behavior will not be realized (Lee & Peterson, 2000). In addition, another feature is that interpersonal relations are kept at a sincere level and individuals are in research, so it is said to seize opportunities because of interacting with other individuals. In addition to these characteristics,

the ability to feel can be mentioned as another characteristic, which is the basis of proactivity (Asford & Black, 1996). However, these studies on both organizational and individual variables have been limited. In other words, there is a need to expand the scope and content of IWB, which has a high potential to be exhibited through proactive behavior. In line with these theoretical and empirical results, the first hypothesis of the research is formed as follows.

H_1. Proactive Personality Has a Positive Effect on Innovative Work Behavior.

This hypothesis, established within the scope of the research, focuses on the triggering effect of PP on innovative behavior. In other words, it focuses on the idea of encouraging employees to take initiative in shaping the work environment. Indeed, employees with proactive personalities tend to exhibit behaviors such as actively seeking opportunities for improvement and generating new ideas, which are necessary for innovation (Crant, 1995; Bateman & Crant, 1993). These employees not only take risks but also have strong personalities that enable them to overcome difficult conditions and promote change within their organizations (Ashford & Black, 1996). In fact, studies have shown that employees who engage in behaviors that support innovation make significant contributions to organizational performance (Scott & Bruce, 1994; De Jong & Den Hartog, 2010). Therefore, it is reasonable to expect that a proactive personality will positively influence innovative work behavior.

2.2. The Relationship Between Proactive Personality and Organizational Trust

The field of business administration has had a significant impact on the realm of trust studies in psychology, social psychology and sociology, both theoretically and empirically (Seppänen et al., 2007). When these studies in the field of business and management are analyzed, trust emerges as one of the concepts that can be easily understood by everyone but is also difficult to explain (Tutar & Selçuk, 2018). The complex structure and dynamics of working life have many effects on employees. For example, employees' need for continuous development, need for information and communication, increasing organizational awareness and changing employee-organization interaction are some of them. In this context, it can be stated that intangible organizational factors such as culture, climate, trust, solidarity, justice and socialization should be handled with a holistic approach (Tutar & Selçuk, 2018). At this point, PP comes to the fore as a personality trait. PP is a personality trait that expresses an individual's tendency to anticipate or act against possible situations and is not found in every employee (Bolino et al., 2010). Therefore, the more proactive an employee is, the greater his/her ability to take individual initiative and the better he/she manages organizational processes and relations thanks to his/her ability to anticipate or act. However, this situation is also seen as a source of stress by the employee. Indeed, proactivity means more time and more physical and mental labor (Aslam et al., 2020) However, employees tend to protect and develop their psychological, social, material or physical resources. For this reason, it is possible to explain the relationship between both variables with COR (Hobfoll, 1989). According to this theory, employees endeavor not to lose their existing resources and to acquire new resources. In such a situation, it can be stated that proactive employees tend to shape their environment. Employees who do not show proactive characteristics are shaped by their environment, that is, they remain passive. (Aslam et al.,

2020). At this point, OT finds a response. In organizational climates where trust in the organization is high, proactive individuals' fear of loss of resources decreases. Otherwise, it will directly cause stress and will come to light with behaviors that damage the positive organizational climate. Therefore, the starting point of the PP, which has a vital role such as initiating a change and positively affecting the organization in which it is located, is to choose activism instead of passivity and to approach problems and problems reactively. This is possible in organizations where a climate of trust prevails. Such organizational climates have many positive outcomes such as satisfaction and commitment. In line with these results, the second hypothesis of the research is formed as follows.

$H_{2.}$ Proactive Personality Has a Positive Effect on Organizational Trust.

This hypothesis, developed based on theoretical and empirical studies, can be interpreted as meaning that as PP increases among employees, OT will also increase. Employees with PP tend to predict events or phenomena in advance and therefore have an effective ability to manage organizational processes (Bolino et al., 2010). On the other hand, when factors such as time and energy come into play, proactivity can lead to stress. The theoretical explanation for this situation is hidden in COR. According to COR (Hobfoll, 1989), employees tend to protect their resources. This clearly shows why proactive individuals seek organizational structures with a high climate of trust, reduce stress, and encourage positive outcomes such as satisfaction and commitment. Therefore, proactive employees thrive in trust-based organizational environments, making the relationship between PP and OT vitally important.

2.3. The Relationship Between Organizational Trust and Innovative Work Behavior

IWB is a collection of behaviors aimed at developing useful ideas, products or processes or procedures (Jong & Hartog, 2007). This set of behaviors can be considered as new technologies, methods or ideas that will result in organizational benefits (West & Farr, 1989; De Jong & Den Hartog, 2010). In this respect, IWB is a form of employee behavior desired and expected by modern organizational structures. As a matter of fact, in an organization where a climate of trust prevails, employees do not shy away from new technologies, methods or ideas while performing their routine duties and responsibilities. This situation can be shaped within the framework of OCT (Ouchi, 1979). OCT deals with the mechanisms used to regulate and direct employee behavior. In organizational climates where trust is high, employees do not hesitate to take risks and are willing to develop innovative ideas (Özdaşlı, et al., 2023). In other words, an organization in which bureaucratic control mechanisms are not high, and which is based on a relationship of trust between employees and the organization is a supportive environment for employees' IWB. For this reason, trust is vital both for employees and for innovation within the organization (Dodgson, 1993; Jones & George, 1998; Zaheer et al., 1998). Businesses that are aware of this critical importance first adopt an organizational structure based on trust and then encourage employees to innovative ideas (Utomo et al., 2023). Therefore, it can be stated that the basis of IWB is the OT of the employee. In this direction, the third and fourth hypothesis of the research is formed as follows.

$H_{3.}$ There is a Positive Effect of Organizational Trust on Innovative Work Behavior.

H_4 There is a Mediating Role of Organizational Trust in the Effect of Proactive Personality on Innovative Work Behavior.

These hypotheses, established within the theoretical and empirical framework of the study, indicate that IWB is encouraged in line with internal trust within the organization. This is because IWB encompasses behaviors that lead to new ideas, products, or processes that benefit the organization (Jong & Hartog, 2007; West & Farr, 1989). In organizations with high levels of trust, employees are more inclined to take risks and develop innovative ideas (Özdaşlı et al., 2023), as trust creates a supportive environment for such behaviors (Ouchi, 1979). This trust-based environment, where bureaucratic controls are minimal, encourages employees' creativity and innovation (Jones & George, 1998; Dodgson, 1993). Therefore, organizational trust (OT) is a key factor influencing IWB and mediating the relationship between proactive personality and innovative work behavior (Utomo et al., 2023).

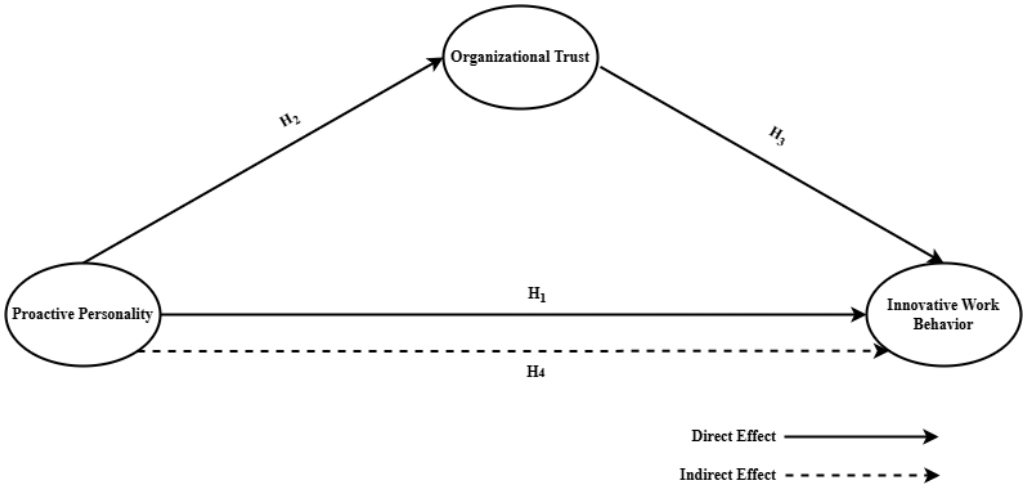


Figure 1: Research model

3. Method

3.1. Population and Sample

In this study, which adopted a quantitative research paradigm in the context of its aims and hypotheses, causal relationship design was preferred. The field study focused on service sectors such as aviation, tourism and hotel management, banking and call centers. There are two main reasons why field study is focused on the service sector. The first one is that individual characteristics such as PP and IWB are within the scope of the research. The second is the ability and limitation of the researcher to reach the relevant sample. The fact that the research population is both service-oriented and includes various sectors makes it difficult to determine a precise number. This limitation should be

acknowledged as a constraint in the study's methodology, as the lack of a precise population size may impact the generalizability of the findings, particularly when considering the diversity of the sectors involved, which could lead to challenges in applying the results to broader contexts or different service industries. For this reason, it was considered that five times the number of statements in the questionnaire form [PP scale 10 questions + IWB scale 6 questions + OT scale 8 questions + demographic information 7 questions = 31 X 5 = 155] would represent the representativeness of the sample (Bentler & Chou, 1987; Child, 2006; Kline, 1994; Terzis & Economides, 2011). Considering this number, an online survey was conducted between January 2025 and February 2025 using Non-Probability Sampling, and convenience sampling, one of the non-probability sampling methods, was adopted. A total of 202 participants were reached, and during data collection, some participants were unable to complete the questionnaire due to workload, incoming phone calls, and lack of interest in the subject (n = 10), while others refused to participate in the interview from the outset (n = 9). A total of 183 completed questionnaire forms were evaluated.

3.2. Measures

The questionnaire form prepared by the researcher to collect the data consists of five sections. The first section includes an information text designed to inform the employees who will participate in the survey about the purpose, scope and content of the research. In the second part, the PP scale developed by Bateman & Crant (1993) and adapted into a short form by Seibert et al., (1999) was used. The scale, which consists of one dimension and 10 statements, was adapted into Turkish by Akın et al., (2011). It can be stated that the scale used in many studies (Baba et al., 2009; Kim et al., 2009; Spina, 2013; Waterwall 2019) has a valid and reliable structure. The third part of the questionnaire form includes the eight-question OT scale developed by Whitener et al., (2013) and adapted into Turkish by Tokgöz & Seymen (2013). The fourth section includes the IWB scale developed by Bateman and Crant (1994) and adapted into Turkish by Çalışkan, (2019). The validity and reliability of the scale, which consists of a single dimension and six statements, has been established in many studies (Green & Karuppannan, 2025; Vidal-Vilaplana et al., 2025) The fifth and final section includes a seven-question demographic questionnaire prepared by the researcher to obtain demographic information of the participants.

3.3. Demographic Findings

When the demographic findings obtained because of the field research are analyzed, it can be stated that most of the individuals who participated were male (54.6%). Findings regarding marital status show that most of the participants were single (n = 134). In addition, most of the participants were between the ages of 18-23 (69.4%) and had a bachelor's degree (n = 149). When the findings related to the position and sector experience are analyzed, it can be said that most of the participants are employees – chefs (n = 155) and have 1-9 years of sector experience (n = 172). The sectoral findings of the individuals participating in the research consist of various fields such as aviation, tourism and hotel management, banking and call center. Information on these findings is given in Table 1.

Table 1: General characteristics of respondents (n = 183)

No	Demographic Information	Categories	Frequency	Percentage
1	Gender	Male	100	54.6
		Woman	83	45.4
2	Marital status	Married	49	26.8
		Single	134	73.2
3	Age	18-23	127	69.4
		24-29	31	16.9
		30-35	25	13.7
4	Education level	High school	13	7.1
		Associate degree	20	10.9
		License	149	81.4
		Postgraduate	1	0.5
5	Position at work	Worker	124	67.8
		Chief	31	16.9
		Manager	28	15.3
6	Sector experience	1-3 year	131	71.6
		4-9 year	41	22.4
		10-15 year	11	6.0

3.4. Measurement Model Evaluation

In the analysis of the research data, firstly, it was aimed to determine whether there was a common method bias problem in the questionnaire form applied to the participants. Accordingly, Harman's single factor test was used (Podsakoff & Organ, 1986). This test refers to subjecting all statements in the questionnaire form to exploratory factor analysis (EFA) without rotation technique. Result of the analysis, all statements in the scales explained 38.166% of the total variance. This indicates that there is no common method bias in the study since it is below the limit value of 50% (Bagozzi & Yi 1990; Podsakoff et al., 2024). After the relevant analysis, reliability and normality tests were applied and it was found that the data were reliable and normally distributed (Fidell et al., 2013). In addition, Variance Inflation Factor (VIF) and Tolerance values were analyzed to determine the multicollinearity problem. VIF values lower than 10 and Tolerance values higher than 0.10 indicate the absence of multicollinearity problems in the relationship between variables. The investigation undertaken in this direction yielded the conclusion that multicollinearity is not a problem between the variables (Hair, 2006; Mertler et al., 2021). Following the results of the analysis a second-order confirmatory factor analysis (SOCFA) was conducted to ensure measurement validity (Marsh & Hocevar, 1988). The values obtained because of this analysis (x^2/sd = 2.00; CFI = 0.92; TLI = 0.90; RMSA = 0.07; SRMR = 0.06) showed that the scales were between acceptable goodness of fit values and validity was ensured (Bentler & Bonett 1980; Hooper et al., 2008; Hu & Bentler, 1999). The factor loadings obtained for the scales as a result of the SOCFA analysis are presented in Table 2. Upon examining these values, it is observed that items 1, 3, and 10 of the proactive personality (PP) scale have factor loadings in the acceptable range (0.50–0.70) (Hair et al., 2014; Kleine, 2016; Brown, 2015). It is believed that the primary reason for this is that participants answered questions that reflected their own personalities. Table 2 also includes Cronbach's Alpha (CA), Average Variance Extracted (AVE), Composite Reliability (CR), and Heteroid-Monotrait (HTMT) values.

Cronbach's Alpha (CA) and Composite Reliability (CR) are statistical measures that evaluate internal consistency, but these measures are based on different calculation methods. For example, it is expected that the CR value will be higher than or close to the CA value, but in this study, it was observed that CA differed minimally from CR. This situation can be attributed to the fact that CR measures internal consistency more flexibly by considering the different factor loadings of the items (Raykov, 1997). Additionally, CA typically assumes that items have equal loadings, which can make this difference more pronounced in scales with heterogeneous structures (Fornell & Larcker, 1981; Allen & Yen, 2001). Furthermore, the different calculation methods of these two measures allow for a better understanding of latent variables and measurement errors (Bentler, 1995; Bollen, 1989; Miller, 1995; Hair, 2009). Finally, AVE values are expected to be greater than 0.50. As a result of the SOCFA of the measurement model, it is stated that the IWB and PP scales are below 0.50, but the CR is above 0.70, and in this case, the low AVE value does not pose a problem in terms of convergent validity (Fornell & Larcker, 1981; Bagozzi & Yi, 1988). The values obtained as a result of the analysis ensured construct and discriminant validity (Henseler et al., 2015). All results related to construct validity are presented in Table 2, while all results related to discriminant validity are presented in Table 3.

Table 2: Construct validit

Dimension / Item	Factor Load	t-value	M	SD	CA	CR	AVE	Skewness	Kurtosis
Proactive Personality					0.82	0.81	0.43	-0.731	0.742
Item1	0.62	1.00	3.87	1.03				-0.848	0.288
Item2	0.88	1.12	3.63	1.06				-0.438	-0.428
Item3	0.60	0.95	4.10	1.02				-1.140	0.828
Item8	0.72	1.10	3.99	0.98				0.943	0.671
Item9	0.71	1.29	3.74	1.18				-0.694	-0.329
Item10	0.59	0.90	3.48	0.98				-0.154	-0.315
Organizational Trust					0.93	0.93	0.64	-0.229	-0.528
Item1	0.86	1.00	3.50	1.20				-0.462	-0.641
Item2	0.86	0.95	3.48	1.14				-0.361	-0.587
Item3	0.72	0.78	3.43	1.10				-0.341	-0.439
Item4	0.85	0.92	3.54	1.12				-0.362	-0.720
Item5	0.80	0.87	3.66	1.12				-0.537	-0.472
Item6	0.80	0.83	3.71	1.12				-0.478	-0.504
Item7	0.75	0.85	3.53	1.07				-0.281	-0.870
Item8	0.79	0.88	3.47	1.17				-0.281	-0.642
Innovative Work Behavior					0.79	0.81	0.47	-0.383	0.501
Item2	0.64	1.00	3.54	0.99				-0.166	-0.754
Item3	0.64	1.06	3.91	1.05				-0.815	0.052
Item4	0.78	1.24	3.57	1.00				-0.367	-0.188
Item5	0.67	1.07	3.60	1.01				-0.422	-0.330
Item6	0.69	1.07	3.92	0.98				-0.576	-0.398

Table 3: Discriminant validity

	(1)	(2)	(3)	MSV	ASV	HTMT
(1) Proactive Personality	-			0.628	0.326	0.569
(2) Innovative Work Behavior	0.674**	-		0.628	0.348	0.833
(3) Organizational Trust	0.445**	0.492**	-	0.307	0.220	0.517

4. Findings

Model 4 in the Process Macro plug-in developed by Hayes (2017) was used to test research hypotheses. Process Macro is a linear regression-based application that can explain different situational effect patterns through observable variables. There are some reasons why this plugin is preferred. The first one is to examine the 95% confidence interval value (LLCI – ULCI) in mediation analyses conducted with the Process Macro plug-in and to obtain reliable results (Hayes et al., 2017). The second is characterized by its practicality and simplicity. The last one is the use of the Bootstrap method in mediation analyses, which provides more reliable results instead of the traditional Sobel test (Hayes, 2018; Preacher et al., 2007; Zhao et al., 2010). In the analysis conducted in this direction, firstly, PP was examined on IWB (Proactive Personality → Innovative Work Behavior). The results show that PP has a positive and significant effect on IWB ($p < 0.000$; 95% BCA CI [0.55; 0.77]; $\beta = 0.66$; $t = 12.26$; $se = 0.05$). Accordingly, the first hypothesis of the study, "H1. Proactive Personality Has a Positive Effect on Innovative Work Behavior." is accepted. When the analysis results showing the effect of PP on OT (Proactive Personality → Organizational Trust), are examined, a positive and significant effect can be mentioned. Accordingly, the second hypothesis of the study "H2. Proactive Personality Has a Positive Effect on Organizational Trust." is accepted ($p < 0.000$; 95% BCA CI [0.39; 0.71]; $\beta = 0.55$; $t = 6.68$; $se = 0.08$). Similarly, it can be stated that the effect of OT on IWB is positive and significant. (Organizational Trust → Innovative Work Behavior). As a result of this finding, the third hypothesis of the study, "H3. Organizational Trust has a Positive Effect on Innovative Work Behavior." is accepted ($p < 0.000$; 95% BCA CI [0.09; 0.28]; $\beta = 0.18$; $t = 4.06$; $se = 0.04$). The findings regarding the results of the analysis in which the mediation effect was examined also point to similar results. Accordingly, the final hypothesis of the study stated as "H4. Organizational Trust Has a Mediating Role in the Effect of Proactive Personality on Innovative Work Behavior." is partially accepted ($p < 0.000$; %95 BCA CI [0.052; 0.170]; $\beta = 0.104$; $t = 0.03$; $se = 0.21$). The values related to these findings are presented in Table 4 and the result model is presented in Figure 3.

Table 4: Hypothesis test results

n=183	OT (M)						IWB (Y)					
	β	SE	t	p	LLCI	ULCI	β	SE	t	P	LLCI	ULCI
Constant	1.43	0.32	4.46	0.00	0.80	2.06	1.18	0.20	5.64	0.00	0.76	1.59
PP (X)	0.55	0.08	6.68	0.00	0.39	0.71	0.66	0.05	12.26	0.00	0.55	0.77
	$R^2 = 0.19$, $F = 44.694$, $p < .000$						$R^2 = 0.45$, $F = 150.481$, $p < .000$					
Constant							0.91	0.21	4.30	0.00	0.49	1.33
OT (M)							0.18	0.04	4.06	0.00	0.09	0.28
IWB (X)							0.55	0.05	9.63	0.00	0.44	0.67
							$R^2 = 0.49$, $F = 89.926$, $p < .000$					
Bootstrap Indirect Effect	Proactive Personality (X) → Organizational Trust (M) → Innovative Work Behavior (Y) $\beta = 0.104$, $t = 0.0303$, %95 BCA CI [0.052; 0.170]											

OT = Organizational Trust; IWB = Innovative Work Behavior; PP = Proactive Personality; BIE = Boostrapt Indirect Effect.

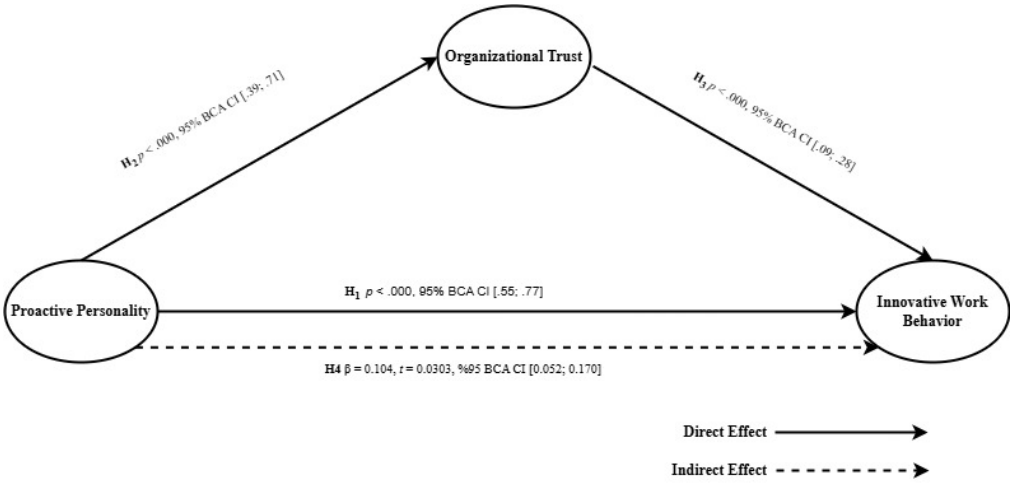


Figure 2: Research result model

5. Conclusion

In this study, the mediating role of OT in the effect of PP on IWB was examined. The findings of the research study demonstrated that OT serves as a partially mediator in the effect of PP on IWB. These result indicates that individuals with PP are more likely to exhibit innovative behaviors in environments with a high OT climate. This situation facilitates organizations gaining advantage in competitive environments by exhibiting a more innovative structure. This outcome gives rise to a number of theoretical implications. The first one is the COR theory developed by Hobfoll (1989). According to this theory, employees tend to conserve resources such as time, energy, support and self-confidence. Therefore, in organizations with a climate of OT, employees will be more inclined to exhibit IWB by preserving their resources such as self-confidence and energy. As a matter of fact, the findings of the research support this situation. Another theory used to explain this relationship is the OCT (Ouchi, 1979). In environments with low pressure to direct employee behavior, proactive employees are more likely to have OT. When this organizational trust and proactive personality comes together, high IWB can be encountered. In summary, a low-controlling organizational structure fosters an environment conducive to the generation of innovative ideas and practices by encouraging employees to adopt a proactive approach. This situation allows employees to reveal their innovative potential and contribute to organizational development. Consequently, it can be posited that the research findings are a significant indicator of the necessity for OT employees with proactive personality traits and the creation of a trust-based working environment, with the aim of increasing their innovative capacity and gaining a competitive advantage. The findings of this study suggest that OT might play a mediating role in the relationship between PP and IWB. This result aligns with other research findings in related literature. For example Ahmad et al., (2023) found that psychological safety has a mediating role in the effect of ethical leadership on innovative work behavior. This finding can be interpreted as innovative behavior takes place in organizations with a climate of trust. In another study conducted by Bai et al. (2022), it was found that PP has a mediating role in the relationship between authentic leadership

and IWB. When these results are considered together with the present research results, it is seen that different mediating variables play a critical role in the effect of PP on IWB. In this context, the need for further research that examines the interaction of these variables and the effect of this interaction on IWB more comprehensively emerges. As a matter of fact, the study conducted by Hidayat et al., (2023) also partially supports this situation. According to the results of the study, it was concluded that job commitment has a full mediating role in the relationship between PP and IWB. However, it seems that there is a paucity of research on OT in the effect of PP on IWB, although this is just an observation and it is possible that there has been some research which simply has not been published. This situation reveals that IWB should be handled with many supporting variables and the complex structure of the concept. In other words, both the results of this research and other research results in the related literature suggest that various factors such as PP, leadership and leadership styles, organizational climate, OT and job commitment may have an impact on IWB through different mechanisms. Therefore, it is important that future research examines in more depth the interaction of these factors and their joint impact on IWB. This study also has some limitations. For example, it does not include an analysis of the direct relationship between the demographic characteristics of the participants, such as gender, marital status, age, educational status, and sector experience, and the main variables in the hypotheses, namely proactive personality, organizational trust, and innovative work behavior. However, it can be said that the demographic findings obtained as a result of the research, such as gender distribution (54.6% of participants were male) and marital status (the majority were single), had some effect on organizational dynamics. For example, it may be necessary to reassess the effects of gender on job performance and innovative work behaviors. This situation emerges as a factor affecting participants' commitment, creativity, and innovative approaches in the workplace. The fact that most of the participants were between the ages of 18 and 23 and had bachelor's degrees may have made the effects of innovative work behavior and proactive personality more pronounced, especially among young and entry-level individuals. The concentration of industry experience between 1 and 9 years also indicates that most participants have sufficient experience to exhibit innovative behavior. Based on these findings, it is recommended that future studies be conducted with larger and more diverse demographic groups. The findings of this study provide new perspectives on how basic theoretical approaches such as resource conservation theory and control theory can be used to understand the relationship between OT and IWB. Moreover, it is emphasized that PP should be considered not only as an individual trait but also as a critical factor that encourages IWB in the context of OT. It has been suggested that organisations might benefit from considering ways to proactively support individuals in their human resources policies and practices, with a focus on cultivating a culture of trust. This approach will help organizations achieve sustainable success in dynamic and competitive business environments.

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