

## REFLECTION OF CRAB SYNDROME ON INNOVATIVE BEHAVIORS: MEDIATOR ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT AND AN APPLICATION IN INFORMATION TECHNOLOGIES ENTERPRISES

*YENGEÇ SENDROMUNUN YENİLİKÇİ DAVRANIŞLAR ÜZERİNDEKİ YANSIMASI: ALGILANAN ÖRGÜTSEL DESTEĞİN ARACI ROLÜ VE BİLİŞİM TEKNOLOJİLERİ İŞLETMELERİNDE BİR UYGULAMA*

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**Abstract:** This research was conducted for the purpose of detecting the mediator role of perceived organizational support in the innovative behavior effect of the crab syndrome. For this purpose, the study was carried out according to the screening model, one of the quantitative research designs. In the research model created based on social comparison and social change theories, the crab syndrome predictor variable, perceived organizational support mediator variable and innovative behavior outcome variable were considered. The sample of the research consists of 200 participants working in the IT sector. The hypotheses of the research were tested using the structural equation model and bootstrap method. According to the results of the research, it was seen that the crab syndrome negatively predicted innovative behavior and perceived organizational support had a full mediator effect in this relation. The contributions and limitations of the research were discussed, and suggestions for future studies were presented.

**Keywords:** Crab Syndrome, Perceived Organizational Support, Innovative Behavior

**JEL:** M10, M12, M54

**Öz:** Bu çalışma, yengeç sendromunun yenilikçi davranışlara etkisinde algılanan örgütsel desteğin aracılık rolünü tespit etmek amacı ile gerçekleştirilmiştir. Bu amaç doğrultusunda çalışma nicel araştırma desenlerinden tarama modeline göre yürütülmüştür. Sosyal karşılaştırma ve sosyal değişim kuramlarına dayanarak oluşturulan araştırma modelinde yengeç sendromu tahmin değişkeni, algılanan örgütsel destek aracı değişken ve yenilikçi davranış sonuç değişkeni olarak ele alınmıştır. Araştırmanın örneklemini, bilişim sektöründe çalışan 200 katılımcı oluşturmaktadır. Araştırmanın hipotezleri yapısal eşitlik modeli ve bootstrap yöntemi kullanılarak test edilmiştir. Araştırma sonuçlarına göre, yengeç sendromunun yenilikçi davranışı negatif olarak yordadığı ve algılanan örgütsel desteğin bu ilişkide tam aracı etkisinin olduğu görülmüştür. Araştırmanın katkıları ve kısıtları tartışılmış, gelecek çalışmalar için öneriler sunulmuştur.

**Anahtar Kelimeler:** Yengeç Sendromu, Algılanan Örgütsel Destek, Yenilikçi Davranış

### 1. Introduction

Information technologies are a sector that shows alteration rapidly, has the ability to create products, and supports the development of innovative behaviors. This rapid alteration reveals itself not only in the sectoral context, but also in the social, economic and environmental fields. At this point, maintaining organizational competition, especially in the information technology sector depends on the effectiveness of

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innovative behaviors. This rapid change escalates individual competition as well as inter-organizational competition. Various parameters, which originate from the organization or individual, can be effective on innovative behaviors. The number of studies, which focus on innovative work behaviors to provide an advantage to the individual and the organization and include the interpersonal relations costs paid in return for their returns, is increasing day by day (Zhang, Zhang, Forest and Chen, 2018).

Personality traits, which have an impact on interpersonal relations and work behaviors, are also a subject of study in the administrative field. Among the personality traits, neuroticism can be considered as a very popular concept in the field of organizational behavior. Neuroticism contains the feeling of anxiety, aggression and stress (Wu and Lebreton, 2011). The crab syndrome, which is close to the stated traits but gives the signals of personality that the success motivation outweighs and the competition is undesirable (Özdemir and Üzüm, 2019) and has not been dealt with much in the literature, is the subject of this research.

Personality, as a concept, may be the antecedent of work behaviors alone. However, the intervention of various agents can change employee behaviors (Furnham, 2018). *Organizational support theory* explains the employee's expectation to meet their socio-emotional needs (Sears and Han, 2021). Human resources management ought to consider the effectiveness of the perceived organizational support. Previous researches show that employees perceive organizational support positively, and perceived organizational support contributes to an increase in performance, work satisfaction, loyalty, identification, citizenship behaviors and well-being. Perceived organizational support plays a mediator role which further strengthens the relation between personality traits, loyalty and work performance (Sears and Han, 2021). Perceived organizational support positively reveals positive work behaviors. In this research, it is aimed to examine the mediator role of organizational support in the effect of crab syndrome, which affects employee behaviors, on innovative behaviors. Furthermore, the limited number of studies on crab syndrome is the primary motivation of this study when the relevant literature is considered. Kong and Li (2018) referred to the existence of a positive relationship between positive personality and innovative behaviors. There are no research examining innovative behavior with negative personality traits although the crab syndrome is considered as a negative personality trait. Another aim of this research, which has been conducted to fill this gap in the literature, is to expand the relational framework of the concept of crab syndrome, which is the subject of the research. This research presents unique outputs regarding the crab syndrome, perceived organizational support, and innovative behaviors in the Turkey sample and it differs from previous research in terms of the variables it discusses.

## 2. Conceptual Framework

Human behavior is not independent of emotions. Like personality, emotions also have the power to influence work behavior. *Regulatory focus theory* can help to understand the relationship between emotions and work behavior (Higgins, 1998). The theory explains the capacity to “regulate oneself according to the goals which are set” (Brockner and Higgins, 2001). The goals are gain-oriented within the scope of the need for development and progress. In addition to this opinion, there also may be motivation for behaviors to take precautions against the risk of losing (Brockner, Higgins and Low, 2004).

**Crab Syndrome:** It is derived from a metaphor, which describes that the fisherman hunts crab, and it is also known as “crab mentality”, “crab bucket”, “crab basket” (Üzüm, Özkan and Köse, 2021). According to the metaphor, the fisherman puts the crabs he has caught in an open basket, however, they cannot get out of the basket, due to the fact that the crabs climb on each other and they fall back to the point where they have started (Özdemir and Üzüm, 2019). Caples (2016) states that the starting point of the concept is the idea that “if I can’t do it, you can’t do it either”. From an individual perspective, it includes all kinds of actions that will lead competitors to failure (Spacey, 2015).

Moreover, it is a motivator that maximizes personal benefit. They are attempts that aim to make more use of existing resources (Miller, 2019). For this reason, it both reduces the welfare level of organizational life and violates the norms and rules of the organization. The series of self-focused behaviors is a result of the crab syndrome (Pegues, 2018). This behavior may include attempts to make others fail, and cause psychological or physiological harm to them (Ozdemir and Uzum, 2019). The crab syndrome is considered as a metaphor used to explain individual and group behaviors that disrupt social norms and create moral indifference by Miller (2019).

**Innovative Behavior:** It is that new ideas are created and applied in order to contribute to improving the business process or increasing the performance of the team or organization (DeJong and Den Hartog, 2010). The innovative behavior, which enables the change and improvement of work processes, is also associated with the use of technology that will provide production (Scott and Bruce, 1994). At this point, it also increases the productivity in organizational creativity (Woodman, Sayer and Griffin, 1993). Innovative behaviors significantly contribute to increasing the value chain by improving product quality (Janssen and Huang, 2008).

Innovative behaviors are defined as positive work behaviors that go beyond work statements (Katz and Khan, 1978). Therefore, innovative behaviors are based on the theory of change. The success of today’s organizations depends on innovation, creativity, knowledge sharing and talent development beyond the use of existing resources (Amabile, Conti, Coon, Lazenby and Herron, 1996). Knowledge sharing includes the transfer of innovative ideas and the use of social networks (Ford, 1996).

**Perceived Organizational Support:** Employees expect support from organizations by making them look like human beings (Eisenberger, Huntington, Hutchison and Sowa, 1986). The fact that the organization supports the behaviors of the employees regarding their self-sacrifice, extra contribution and loyalty can be explained by the “*social change theory*” (Cropanzano and Mitchell, 2005). Perceived organizational support is a set of beliefs formed by employees, including how much the organization cares about employee welfare in return for their contribution to the organization (Lynch, Eisenberger and Armeli, 1999). In terms of showing positive tendencies of employees towards work and organization, and influencing organizational outputs, perceived organizational support is significant element (Eisenberger and Stinglhamber, 2011).

### 3. Theory and Hypothesis Development

#### 3.1. Crab Syndrome and Innovative Behavior

As a personality trait, crab syndrome can be explained by *social comparison theory* (Üzüm et al., 2021) and *conservation of resources theory*. Whether in social life or business life, a person detects his/her point by comparing himself/herself with others.

If she/he sees herself/himself as lower than the reference value she/he compares, she/he develops a belief that she/he is unsuccessful and self-confidence may decrease (Gilbert, Giesler and Morris, 1995; Goethals and Darley, 1987). At this point, she/he may not be able to gather herself/himself up, or focusing on losses may cause her/him to exhibit negative work behaviors. That the competition emphasizing the basis of the crab syndrome causes stress can promote the behavior of sharing information or withdrawing in creativity aimed at protecting personal resources (Üzüm, Özdemir, Köse, Özkan and Şeneldir, 2022). Innovative business behaviors such as change, attempt and creativity are shaped around individual differences (Montani, Vandenberghe, Khedhaouria and Courcy, 2020). It is seen that the relation between the five-factor personality structure and innovative work behaviors is examined as the individual differences (Woods, Mustafa, Anderson and Sayer, 2017). Kong and Li (2018) specify that positive personality traits affirm innovative behaviors.

Wu and Lebreton (2011) suggest investigating the effect of negative personality traits on innovative behavior that causes significant increases in enterprises. It can be said that negative personality traits and innovative behavior have almost never been studied together. Therefore, the hypothesis formed by predicting that innovative work behaviors may be negatively affected by the crab syndrome as a personality trait is presented below:

**H<sub>1</sub>:** Crab syndrome has a negative impact on innovative behavior.

### **3.2. The Mediating Role of Perceived Organizational Support**

A positive perceived organizational support perception creates a favorable working environment with colleagues as well as positively affecting relations. This situation also contributes to increase the work satisfaction, well-being level and personal development of the employees. Loyalty to the organization results in high performance (Rhoades and Eisenberger, 2002). De Jong and Kemp (2003) underline that perceived organizational support is significant in the development of innovative behaviors. Rhodes and Eisenberger (2002) state that fairness, management support, rewarding and employee features are effective in the development of perceived organizational support. This research focuses on the relation of crab syndrome with the employee characteristics of the perceived organizational support.

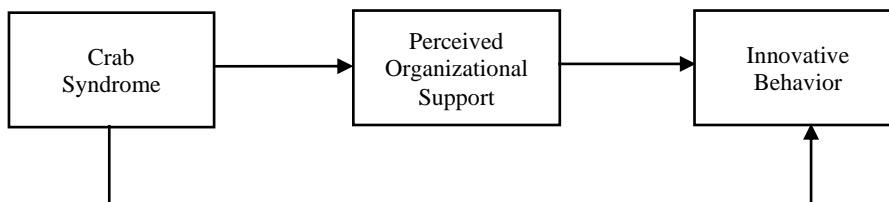
Concepts such as self-efficacy and optimism, which generally cause positive outcomes, are associated with innovative behavior (Michael, Hou and Fan, 2011). For example, Kong and Li (2018) evaluated innovative behaviors together with positive personality traits and positive business behaviors such as work engagement. Khan and Chandrakar (2017) determined that perceived organizational support is related to job satisfaction, and its neurotic-stable and psychotic-social personality structure affects job satisfaction. Positive perceived organizational support perception produces a positive effect on innovative behavior (Nazir, Shafi, Atif, Qun and Abdullah, 2019; Yuan and Woodman, 2010; Işık and Hajiyeva, 2018).

Perceived organizational support gives clues about how much the organization cares about the welfare quality of employees (Eisenberger et al., 1986), and thus the power of perceived organizational support to create change in employee behavior emerges. Rhodes and Eisenberger (2002) emphasize that the fact that the organization makes its employees feel respected is effective in the high level of perceived organizational support. Employees work more selflessly for their organizations when they feel that the organization respects them (Eder and Eisenberger, 2008). Therefore, employee

behaviors for organizations that aim to increase performance can be directed with perceived organizational support (Cao et al., 2020). Perception-oriented perceived organizational support increases positive organizational outputs such as performance and organizational commitment, along with making positive contributions to the level of well-being as an individual output (Kim and Baik, 2018). Uzum et al. (2021) drew attention to the existence of a negative relation between crab syndrome and well-being. It comes to mind that perceived organizational support, which is affected by personality traits, can reduce the negative outcomes of the crab syndrome as a consequence of affirming well-being. It can be said that perceived organizational support is an organizational resource that responds to the individual's need for dignity and value.

Nham, Nguyen, Tran and Nguyen (2020) underline that both individual and organizational conditions have an impact on innovation while they define innovation. Wu and Lebreton (2011) suggest that the relationship between personality traits and innovative behavior is researched while Sears and Han (2021) recommend that the relation between dark personality traits and perceived organizational support is investigated. It is seen that it is appropriate to examine the effect of crab syndrome and innovative behaviors as personality traits and the mediating role of perceived organizational support in this relationship within the scope of the theories discussed in this research when the suggestions of the authors are considered. The research hypothesis developed in line with this information is as follows:

**H<sub>2</sub>:** Perceived organizational support has a mediator role on the relation between crab syndrome and innovative behavior.



**Figure 1. Theoretical Model of the Study**

## 4. Method

This research is an applied-research, and the design of the research was causally structured. In the analysis of the research data, firstly, reliability analysis was performed for the internal consistency of the scales, and secondly confirmatory factor analysis was done for the validity. Later, correlation analysis was performed to determine the relations between the variables, and finally, Structural Equation Modeling (SEM) was used to test the causal relations.

### 4.1. Participants

The personnel working in Information Technology enterprises in Istanbul constitutes the population of the research. Since it is not possible to reach the whole of the

determined population, the data were collected by the convenience sampling technique. The sample of the research consists of 200 people. Of participants, 133 (66.5%) are male, 67 (33.5%) are female, 147 (73.5%) are married and 53 (26.5%) are single. When the education levels are taken into consideration, of participants, 20 (10%) are high school graduates, 56 (28%) are associate degree, 99 (49.5%) undergraduate degree and 25 (12.5%) graduate degree. The average age of the participants is 38.96, and the average of their professional experience is 17.64.

#### 4.2. Procedure

The questionnaire technique was used as data collection method in the research. If the sample size is approximately ten times the number of observed variables for the studies in which SEM will be performed, it is considered sufficient (Chin, 1998; Goodhue, Lewis and Thompson, 2006). After the ethics committee's decision for the research was taken and the participants were informed, the questionnaire form was delivered by hand, and 283 people participated in the questionnaire. 236 of the 283 questionnaires were sent back, and later 36 of 236 questionnaires were not included in the research because they were answered incompletely.

#### 4.3. Measures

**Crab Syndrome:** The crab syndrome scale, which was developed by Üzümlü and Özdemir (2020), consists of five items (statement: "That my colleagues are more successful than me worries me") and sole factor, was used.

**Perceived Organizational Support:** A short version of the perceived organizational support scale, which was developed by Eisenberger, Huntington, Hutchison and Sowa (1986), which consists of thirty-six statements, was used. The scale, which comprises of eight items (statement: "The organization I work for notices and appreciates my contributions to the company") and sole factor, was translated into Turkish by Akalın (2006).

**Innovative Behaviour:** The innovative behavior scale, which was developed by Scott and Bruce (1994) and adapted by Uçar (2019), was utilized. The scale consists of six items (statement: "Searches out new technologies, processes, techniques, and/or product ideas") and a single factor.

Participants were asked to respond to the judgments using a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree) in all scales.

### 5. Findings

According to the skewness and kurtosis coefficients on the research variables, the lowest skewness coefficient is [-.443] while the highest skewness coefficient is [-1.148]. On the other hand, the lowest kurtosis coefficient is [.025] as the highest kurtosis coefficient is [-.783]. According to these results, it can be said that the distribution of the data set is normal since the skewness and kurtosis values of the items are within acceptable limits (Kline, 2016).

The mean, the standard deviation, correlation and reliability values of the variables are shown in Table 1. The fact that the Cronbach's Alpha coefficients are between .94 and .97 indicates that the scales used in the research have sufficient internal consistency. It was determined that perceived organizational support and innovative behavior ( $r=.81$ ,  $p<.01$ ) were positive while perceived organizational support and

innovative behavior with crab syndrome ( $r=-.75$ ,  $p<.01$ ;  $r=-.65$ ,  $p<.01$ , respectively) were negative when the correlation values were examined.

**Table 1. Mean, Standard Deviation, Correlation and Reliability Coefficients**

Variable	Mean	S. D.	1	2	3
1. Crab Syndrome	2.35	.99	(.94)		
2. Perceived Organizational Support	3.50	.95	-.75**	(.97)	
3. Innovative Behavior	3.57	1.09	-.65**	.81**	(.96)

**Note.** N=200; \*\* $p<.01$ ; The Bold Values in the Parenthesis of Table 1 Represent the Reliability Coefficients of Each Variable.

### 5.1. Measurement Model

According to the two-stage approach proposed by Anderson and Gerbing (1992), the measurement model must be examined before the structural model is tested. Therefore, Confirmatory Factor Analysis (CFA) was applied to the measurement model used in the research by using the AMOS 21 program, and maximum likelihood was chosen as the calculation method since the distribution of data was normal.

As a result of the CFA, it is seen that the fit index values of the measurement model are at an acceptable level and that it meets the criteria specified for the indices (Byrne, 2016; Hu and Bentler, 1999; MacCallum, Browne and Sugawara, 1996). In the research, convergent and discriminant validity were tested after the structural validity analysis. The fact that the Composite Reliability (CR) values for the scales are higher than the Average Variance Extracted (AVE) and the AVE values are above .50 is evidence that the factors provide convergent validity ( $CR>.70$ ;  $AVE>.50$ ;  $CR>AVE$ ). The fact that the AVE values of the factors are higher than the Maximum Shared Squared Variance (MSV) and Average Shared Squared Variance (ASV) values ( $AVE>MSV$ ;  $AVE>ASV$ ) means that the factors have discriminant validity (Bagozzi and Yi, 1988; Hu and Bentler, 1999; Malhotra and Dash, 2011).

**Table 2. Measurement Model Results**

Variable	Item	Factor Loadings	CR	AVE	MSV	ASV
Crab Syndrome	CS1	.87***	.95	.79	.59	.51
	CS2	.94***				
	CS3	.95***				
	CS4	.95***				
	CS5	.66				
Perceived Organizational Support	POS1	.91***	.97	.80	.71	.65
	POS2	.89***				
	POS3	.90***				
	POS4	.92***				
	POS5	.85***				
	POS6	.88***				
	POS7	.88***				
	POS8	.88				
Innovative Behavior	IB1	.93	.96	.83	.71	.57
	IB2	.96***				
	IB3	.93***				
	IB4	.88***				
	IB5	.80***				
	IB6	.90***				
Fit Indices						
$\chi^2/df=2.71$ ; RMSEA=.09; SRMR=.03; TLI=.94; CFI=.95						

The measurement model as a whole was also tested with the alternative models strategy in order to reveal if or not the research variables have different distinguishing structures from each other. Therefore, the three-factor measurement model was compared with alternative models. Alternative models were created by combining the highly correlated factors and bringing them under a single factor (Dirican, 2020). Accordingly, two-factor Model b (combination of perceived organizational support and innovative behavior), two-factor Model c (combination of crab syndrome and perceived organizational support) and one-factor Model d (combination of all factors) were formed, and each compared with the proposed three-factor measurement model a.



**Table 3. Comparison of Model Fits**

Models	X <sup>2</sup> (df)	X <sup>2</sup> / df	CFI	SRM R	RMSEA		ΔX <sup>2</sup>	Δdf
1. Three-Factor <sup>a</sup>	391.3* (144)	2.71	.95	.03	.09	--	--	--
2. Two-Factor <sup>b</sup>	1023.0* (151)	6.77	.83	.05	.17	2 vs. 1	631.7*	7
3. Two-Factor <sup>c</sup>	1119.9* (151)	7.41	.81	.06	.18	3 vs. 1	728.6*	7
4. One-Factor <sup>d</sup>	1801.6* (152)	11.8	.69	.10	.23	4 vs. 1	1410.3*	8

**Note.** \*p<.05; CFI=Comparative Fit Index; SRMR=Standardized Root Mean Square Residual; RMSEA=Root Mean Square Error of Approximation; a=Recommended Model; b=Model in which Perceived Organizational Support and Innovative Behavior were combined; c=Model in which Crab Syndrome and Perceived Organizational Support were combined d=Model in which All Variables are One Factor.

According to the chi-square and degrees of freedom differences in Table 3, it was determined that the three-factor model was the model that best fitted the data compared to the alternative models. Those results, which were obtained, show that the model provides sufficient construct, convergent and discriminant validity.

## 5.2. Structural Model

SEM was used to determine the mediator role of perceived organizational support in the relation between crab syndrome and innovative behavior, and the results are shown in Table 4.

**Table 4. Results of Analysis**

Total Effect <sup>(c)</sup>	β	Standard Error	t	p
Crab Syndrome → Innovative Behavior	-.665	.134	-8.439	***
Direct Effect <sup>(c)</sup>	β	Standard Error	t	p
Crab Syndrome → Innovative Behavior	-.013	.118	-.188	.851
Indirect Effect <sup>(a,b)</sup>	β	Confidence Interval (%95)	Result	
Crab Syndrome → Perceived Organizational Support → Innovative Behavior	-.652	(-.758; -.537)	Significant	

**Note.** \*\*\*p<.001; Coefficients are standardized (β)

According to the results in Table 4, it is seen that the crab syndrome has a negative and significant effect on innovative behavior in total (β=-.665; p<.001). In the consequence of this finding, H<sub>1</sub> is adopted.

According to the results of the bootstrap method in the table, the fact that the values in the sample size of 5000 and the 95% confidence interval do not include zero (0)

indicates that the indirect effect has a significant and mediator role in the model (MacKinnon, Lockwood and Williams, 2004). The type of mediator effect was examined in accordance with the mediating decision tree of Zhao, Lynch and Chen (2010), due to the fact that the mediator effect was detected. It can be said that the perceived organizational support has a full mediator role since the indirect effect on Crab Syndrome  $\rightarrow$  Perceived Organizational Support  $\rightarrow$  Innovative Behavior path is significant ( $\beta = -.652$ ;  $p < .05$ ), and the direct effect on Crab Syndrome  $\rightarrow$  Innovative Behavior path is insignificant ( $\beta = .013$ ;  $p > .05$ ). This result supports the H<sub>2</sub> hypothesis of the research.

## 6. Conclusion

It is seen that personality has an effect on innovativeness when the research on innovative behaviors are taken into consideration (Kong and Li, 2018; Montani et al., 2020; Woods et al., 2017). Innovation and knowledge sharing require effective use of social relations (Ford, 1996). On the other hand, crab syndrome has a potential to break the positive power of social relations with low self-esteem as a result of social comparison (Üzüm and Özdemir, 2020; Üzüm et al., 2022). The literature research and the results of this research also emphasize the relationship between personality and innovativeness. However, negative personality traits and innovative behaviors are discussed in this research. Therefore, it is stated that Human Resources (HR) should care about the personality traits of the employees and it is necessary to create a strong perceived organizational support to deal with negative personality traits.

Generating ideas, finding support for the idea which was generated and realizing the idea accompany different difficulties (Woods et al., 2017). At this point, organizational support applications should be so effective that they ensure the continuity of innovative behaviors. The positive relation between perceived organizational support and innovative behaviors overlaps with similar research results in the literature even though it (Işık and Hacıyeva, 2018; Sü-Eröz and Şittak, 2019) was obtained from different sample groups. According to Cao et al. (2020), one of the ways to develop innovative behaviors is to form an effective perceived organizational support. It has also been stated that perceived organizational support supports the employees' need to gain prestige (Sü-Eröz and Şittak, 2019). A sense of dignity is achieved through social comparison, and it plays a part in the reduction of crab syndrome as a way of increasing self-esteem. It has been revealed that perceived organizational support, which plays a mediator role, can change the relation level and direction of the concepts discussed based on the theory of social exchange. The quality and rise of innovative behaviors play an important role in sectoral competition in information technologies. In sectors where there are delicate balances in terms of competition, human resources management needs to develop policies, practices and activities that will increase innovative behaviors and suppress the reflection of negative personality traits on work behaviors.

HR can reduce the negative aspects, which result from personality traits, namely the crab syndrome by aiming at certain behaviors in educational activities or consultancy services (Kuhl, Kazen and Koole, 2006). Educational activities can be organized in such a way that it will support personal development and help self-regulation. And thus, the implementation of organizational support policies that will enable the individual to gain a sense of self-realization and self-confidence is ensured. The fact that the crab syndrome is explained by *social comparison*, *social exchange theory* of perceived organizational support and innovative behaviors points that the employee's

need for self-regulation should be considered. It provides the opportunity to combat self-regulation, anxiety and stress (Makri and Ntalianis, 2015). In this direction, HR can organize social support programs. It is thought that such HR attempts will reduce the negativity caused by the crab syndrome (Üzüm et al., 2021).

Innovative behaviors enhance the product quality and feed into the increase of the value chain significantly (Janssen and Huang, 2008). Managing the innovative behaviors positively can also improve the quality of the work environment. Organizations should take into consideration the parameters to maintain and improve the innovational behavior process (Martins and Terblanche, 2003). The fact that knowledge sharing, organizational support practices and personnel empowerment policies put into practice by human resources management will contribute to the development of innovative behaviors.

This research also has some limitations, in addition to its contribution to the body of literature. It was fictionalized to measure individual perception. Only those working in the information technology sector were included in the sample. The research was also designed to measure the three-variable, which is cross-sectional, and mediatorship relation.

Concepts such as career success (Judge and Zapata, 2015) and perception of justice draw attention to the fact that work behaviors are affected by personality traits, as well as the relation between personality and perceived organizational support, and it is suggested that such concepts be the subject for the future researches. Similarly, the relation between justice and equality and innovative behaviors can also be dealt with. The change in a specific time period with similar researches will make it possible to evaluate the effect of HR practices. It can also be a subject of study in sectors where innovative behaviors are important and technology is widely used.

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