



The Mediating Role of Psychological Empowerment on the Relationship between Creative Climate and Innovative Work Behavior: The Case of Employees of Various Sectors in Turkey

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ABSTRACT

Objectives: Creativity, innovativeness and psychological empowerment are important and key elements for 21st-century organization because of employee performance and business successful. In this context, this study tries to reveal the interrelationship among creative climate, innovative work behavior and psychological empowerment.
Methods: For this purpose, data obtained from 241 employees who work as engineers, architects and designer of both public agency and private sector in the Turkey were used to examine the hypothesized relationship among variables. Data are analyzed through the SPSS statistical packaged software.
Results: Result indicated that there is a significant and positive relationship among all variables and perceived psychological empowerment mediate the effects of creative climate on innovative work behavior.
Originality: Psychological empowerment has a crucial role in improving innovative work behavior. Because, as it is expected that creative climate is a precondition in order to uncover new things (product, process, etc.). However, perception of psychological empowerment will be supported creative climate within organization.

Yaratıcı İklim İle Yenilikçi İş Davranışı Arasındaki İlişkide Psikolojik Sermayenin Aracı Rolü: Türkiye’de Çeşitli Sektörlerde Çalışanlar Üzerinde Bir Araştırma

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*Anahtar Kelimeler: Yaratıcı iklim,
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güçlendirme.*

ÖZ

Amaç: İşletme başarısı ve çalışan performansından dolayı yaratıcılık, yenilikçilik ve psikolojik güçlendirme 21. yy'ın örgütleri için önemli, anahtar bileşenlerdir. Bu bağlamda, bu çalışmada yaratıcılık, yenilikçilik ve psikolojik güçlendirme arasındaki ilişki açıklanmaya çalışılmıştır.
Tasarım/Yöntem: Bu amaçla, Türkiye’de hem kamu hem de özel sektörde mühendis, mimar ya da tasarımcı olarak çalışan 241 kişiden elde edilen veriler değişkenler arasındaki ilişkiyi açıklamak için kullanılmıştır. Veriler SPSS Paket Programı aracılığı ile analiz edilmiştir.
Sonuçlar: Araştırmalar değişkenler arasında pozitif ve anlamlı bir ilişkinin var olduğunu ve psikolojik güçlendirme algısının yaratıcı iklim ve yenilikçi iş davranışı arasında aracı rol oynadığını göstermektedir.
Özgün Değer: Psikolojik güçlendirme yenilikçi iş davranışının gelişmesinde önemli rol oynamaktadır. Çünkü, beklenildiği üzere yeni şeyler keşfetmek için yaratıcı iklim bir ön koşuldur (ürün, süreç vb.). Fakat, psikolojik güçlendirme algısı örgüt içinde yaratıcı iklimi destekleyecektir.

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1. Introduction

Today, creative climate and innovative work behavior have mainly become themes for globalized business environment. Based on the literature review and conceptualizations of the concepts, it is found meaningful to assess the relationship between creative climate and innovative work behavior. In this context, the current study aims to explain that there effects on creative climate to innovative work behavior as a moderator variable psychological empowerment. Especially, studies in recent years shows that the level of creativity and firm innovativeness can depend upon different things as well as the type of job or structure of firm (Amabile, 1997; Zhang & Bartol, 2010; Li & Zheng, 2014; Leong & Rasli, 2014). When viewed from this aspect, psychological empowerment has importance because of individual convictions that employees have about their roles in the organization. This study will try to investigate a possible effect on creative climate to innovative work behavior by means of psychological empowerment.

2. Literature Review

2.1. Creative Climate

Organizations need to build a climate that can be supported creativity. Because creativity provides to create novel ideas that will be differences in business structures and processes (Mafabi et al., 2015). It can be assert that climate prevailing in the organization influences organizational and individual behaviors. Organizational climate play a role of affect the overall performance and business successful. Some researchers argue that if it is promoted positive behaviors in organizations, this behavior can increase perception of employee's creativity (Sokol et al., 2015). Many studies show that creative climate is also key element that plays an important role in the improvement of creativity (Taştan & Güçel, 2014). Consequently, climate has an important impact on creativity. For this reason, as conception of Creative Climate has become more interesting issue, it has been widely discussed in during the recent years by many researchers (Anderson, 1992; Lauer, 1994; Dutton, 1996; Ekvall, 1996; Amabile, 1997; Isaksen, et al., 2001; Zhou and George, 2001; Luecke, 2003; Mathisen and Einarsen, 2004). Göran Ekvall who is best-known for his development of the ten dimensions of creative climate was defined creative climate as " an attribute of the organization, a conglomerate of attitudes, feelings, and behaviors which characterize the organizational life" (Ekvall, 1996). According to Ekvall, creative climate is seen as an offspring of organizational culture. In addition, organizational climate and culture are seen as two factors of constitute organizational creativity. Ekvall who assessing to creative climate in light of this information state that creative climate consists of ten dimensions; Challenge, Freedom, Idea support, Trust/Openness, Dynamism/Liveliness, Playfulness/Humour, Debates, Conflicts, Risk taking and Idea time. At same time, Ekvall developed the creative climate questionnaire (CCQ) in the 1980s to make an analysis concerning organizational conditions' effect on creativity (Ekvall, 1996).

Growing interest in research regarding creativity climates has led to the development of diverse measurement tools to be used at different levels within organizations (Tseng & Liu, 2011). Another researcher who studies on creative climate is also Teresa Amabile. Her approach assesses perceived stimulations and obstacles to creativity especially in the organizational work environment. Amabile has developed KEYS (which is a survey instrument for Center for Creative Leadership. The aim of KEY dimensions of creativity are encouragement of creativity (Amabile, 2010). It is showed that in Amabile's terminology, dimensions of creative climate state mainly in Table 1 (Amabile, 1997).

Creative climate is an important factor for organization due to individual innovativeness and there are different dimensions of creative climate supporting innovativeness. For instance, sufficient resources and organizational encouragement which are dimensions of creative climate is important to enable and sustain their innovativeness. Because, if individuals are willingness to open to change in organization, they can display innovative behaviors and these factors provide opportunities to be productive and developing new ideas or tolerance for the failures of employees and empowering them. In similar, administrative practices are also important and useful in organizations

in order to create. Because a principal who serves as a good role model can sets goals appropriately, supports the work group, values individual contributions, and shows confidence in the work group (Balkar, 2015). Because, the initiation and intentional introduction of new and useful ideas, products or procedures belongs to creativity of employees. These innovativeness can manifests only if the mentioned dimensions provided in the creative climate. Otherwise, the restrictions which stop progress adversely affects innovative behavior of employees. In this sense, creative climate and innovative behavior are concepts the mutual relationships. As a result, creative climate in organization is essential so as to encourage to employees and suitable for fostering innovative behavior (Stoffers et al., 2015).

Hypothesis 1. *There is positive and significant relationship between creative climate and innovative work behavior.*

Table 1.
KEYS Scale and Sample Item

Administrative Practices	
Supervisory Encouragement (11 items)	A principal who serves as a good role model, sets goals appropriately, supports the work group, values individual contributions, and shows confidence in the work group. Sample item, "My principal serves as a good work model."
Work Group Supports (8 items)	A diversely skilled work group in which people communicate well, are open to new ideas, constructively challenge each other's work, trust and help each other, and feel committed to the work they are doing. Sample item, "There is free and open communication within my work group."
Freedom (4 items)	Freedom in deciding what work to do or how to do it, a sense of control over one's work. Sample item, "I have the freedom to decide how I am going to carry out my projects."
Challenging Work (5 items)	A sense of having to work hard on challenging tasks and important projects. Sample item, "I feel challenged by the work I am currently doing."
Organizational Motivation to Innovate	
Organizational Encouragement (15 items)	An organizational culture that encourages creativity through the fair, constructive judgment of ideas, reward and recognition for creative work, mechanisms for developing new ideas, an active flow of ideas, and a shared vision of what the organization is trying to do. Sample item, "People are encouraged to solve problems creatively in this company."
Lack of Organizational Impediments (12 items)	An organizational culture that impedes creativity through internal political problems, harsh criticism of new ideas, destructive internal competition, an avoidance of risk, and an over emphasis on the status quo. Sample item, "There are many political problems in this organization."
Resources	
Workload Pressures (5 items)	Extreme time pressures, unrealistic expectations for productivity, and distractions from creative work. Sample item, "I have too much work to do in too little time."
Sufficient Resources (6 items)	Access to appropriate resources, including funds, materials, facilities, and information. Sample item, "Generally, I can get the resources I need for my work."
Outcomes	
Creativity (6 items)	An organization that calls for creativity and people believe they produce creative work. Sample item, "My department is creative."
Productivity (6 items)	An efficient, effective, and productive organization. Sample item, "My department is effective."

2.2. Innovative Work Behavior

Generally, Innovative Work Behavior relates to the context of how individuals could facilitate the achievement of initiation and intentional introduction of new and useful ideas, processes, products or procedures (Leong & Rasli, 2014). When analyzed definition, Innovative Work Behavior (IWB) is described as the intentional creation,

introduction and application of new ideas within a work role, group or organization, in order to benefit performance (Janssen, 2000). The introduction of new and useful perspectives has multiple-stages process. Accordingly, IWB has involved four stages; opportunity exploration, idea generation, championing, and application (Jong & Hartog, 2010). This stage includes behaviors such as looking for ways to improve current product, services or processes, or trying to think about current work processes, product or services in alternative ways (Ford, 1996). Secondly, idea generation is the generation of ideas related to new or existing products, improvements, or solutions (Amabile, 1988). Thirdly, championing includes behaviors related to finding support and building coalitions, such as persuading and influencing other employees and pushing and negotiating (Howell et al., 2005). Finally, application means doing what is needed to transform ideas into reality. It includes behaviors such as developing new products or work processes, and testing and modifying them (Jong & Hartog, 2010).

When it is examined these four stage, it is found that there is a relationship between IWB and creativity and creative climate is an antecedent for innovation. For instance, IWB involves opportunity exploration and idea generation and therefore it is associated with employee's creativity (Taştan & Davoud, 2015). However, IWB is broader than just being creative. Because it includes some necessities for implement ideas and achieve improvements. Because these necessities will be developed personal and/or business performance (Yunus et al., 2014). At same time, There are also similarities between definitions of creativity and IWB. Firstly, IWB relates to individuals' behaviors directed towards the initiation and intentional introduction of new and useful ideas, processes, products or procedures as within a work role, group or organization. Thus, it can be said that IWB aims to provide beneficial novel outcomes. Its aim involves both the initiation and implementation of innovations. Similarly, creativity is usually defined as the production of new and useful ideas for products, services, processes and procedures. For this reason, successful innovation depends on creativity. It also requires an inspiring and supportive business environment. Hence creative climate is so essential for innovation. Without creative climate at whichever company, there hardly becomes innovation (Porzse et al., 2012). To be innovative and allow innovation within the structure of an organization, people need to know that failures will be tolerated during the quest for innovation and that failures will not be punishable. Because individuals may have creativity, an organization is needed in order for creativity to become innovation (Taghipour & Dezfuli, 2013). However, creativity and innovation have not the same meaning completely. Because IWB is expected to produce some kind of innovative output and benefit. Nevertheless, creativity literature is generally relevant to a part of first phase of innovative behavior (Afsar et al., 2013).

In conclusion, creativity and IWB are to some extent overlapping constructs. Accordingly, it can be said that also creativity climate and IWB increasingly depend on each other. This result can be observed in recent articles which are analyzed. Because many studies about creativity and creative climate benefit from literature of innovative work behavior.

Hypothesis 2. There is positive and significant relationship between innovative work behavior and psychological empowerment.

2.3. Mediating Role of Psychological Empowerment

Notion of empowerment has been to gained on management literature over the thirty years ago by Kanter (Seibert et al., 2011). Empowerment can be defined as "information, rewards, and power related to organization share of with employees by management in order to take initiative and make decisions to solve problems and improve service and performance." (Koçel, 2010). Empowerment provides the idea that giving employees skills, resources, authority, opportunity, motivation accompany with holding them responsible and accountable for outcomes of their actions. Thus, it will be contributed to their competence and satisfaction (Elnaga & Imran, 2014). According to Rapilli, empowerment is series of organization' plan and organizational behavior. It is meant that with empowerment is series of organization' plan and organizational behavior, to also delegate to sub-worker at the decision point if a decision is taken within the organization, to release to employee concerning the way of work, providing them aware

of their skills and to improve all of employee (Rezaie & Bagheri, 2014). In addition, among to empowerment' goal are enhancement of workers' satisfaction, decrease of worker' turnover and unskilled labour (Lan & Chong, 2015). Increasing effect of empowerment application has emerged different approaches which are separated in sub dimension. These approaches have contributed to organizational power (Menon, 2001). Psychological Empowerment that is one of the empowerment' dimensions is defined that " a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their remove by both formal organizational practices and informal techniques of providing efficacy information." (Spreitzer & Doneson, 1994). This literature suggests that perception is an important factor affecting the attitudes and behavior of organizational members (Mahama & Cheng, 2013). In addition, Spreitzer and Quinn (1995) asserted that supporting employee and to have the freedom to use initiative at certain points are to need (Arogundade and Arogundade, 2015). At same time, as people are psychologically empowered, their attitude, cognition and behavior may change positively in value orientation, increased patriotic actions, peaceful and developing society (Oladipo, 2009). Thomas and Velthouse (1990) have defined empowerment more broadly, as increased intrinsic task motivation manifested in a set of four cognitions reflecting as individual's orientation to their work role: meaning, competence (this term is synonymous words with Conger and Kanungo's (1988) "self-efficacy"), self-determination and impact (Srivastava & Sing , 2008). Examining several studies concerning psychological empowerment as well, Spreitzer (1995), one of the experts are, refers to similar definition as a process of psychological state and has revealed in four cognitions as meaning, impact, competence, and self-determination (Taştan, 2013).

Meaning as a first dimension is the value of a work goal or purpose, judged in relation to an individual's own ideals or standards (Thomas & Velthouse, 1990). Therefore, individual's value system is very important by virtue of a fit between the requirements of a work role and beliefs and behaviors. Secondly, impact is the degree to which an individual can influence strategic, administrative or operating outcomes at work. This dimension enables to workers by making possible to participation of them when taking shape their own organizational system (Rawat, 2011). Employees who are awared of their own impact over outcomes related to activities is to feel psychologically empowered (Arslantaş, 2008). Thirdly, competence refers to self-efficacy or the belief in ability to successfully perform tasks. This situation provides to feeling of confidence on employees. Finally, self-determination indicates the freedom of employees to choose how they carry out their tasks. Furthermore, this dimension gives an opportunity including to resolution process, participating to organizational activity and also delegating to check these activities (Spreitzer, 1995).

According to some studies, organizational climate is an important antecedent of innovation (Fischer & Farr, 1985; Kanter, 1983; Ekvall, 1983) and innovative organizations achieve a climate conducive to innovative behaviors in all their parts not just in segregated units. In this context, even though some assumptions that creativity and innovativeness are spontaneousness behaviors and not leave personality and character out of creativity and innovativeness, empowerment, especially psychological empowerment, is an important construct because it offers the potential to positively influence outcomes that benefit individuals and organizations. Indeed, when Spreitzer described innovation, she stated that the most important outcome of the psychological empowerment model within which he included locus of control, self-esteem, information-sharing and rewarding (Spreitzer, 1995).

Psychological empowerment provides instinct motivation to individuals and as an indication of this result psychologically empowered individuals feel themselves as competent. They have self- belief in point of able to influence their jobs and work environments in meaningful ways, facilitating proactive behavior, showing initiative, and acting independently. The individuals with this perception feel themselves more empowered, increase their efficiency and productivity within the organization (Kahreh, et. al, 2011). Thus, they can be more creative, innovative and novel and as a result, they become the source of new ideas and innovation. In this case, psychological empowerment and innovative work behavior turn into enormously important each other since the feeling of psychological empowerment realize the continuous flow of innovative work behavior (Spreitzer, 1995; Thomas & Velthouse, 1990).

On the other hand, individuals need to feel psychologically empowered to discover innovations such a new product, process and service. When considered from this aspect, psychological empowerment can provide them willing to be innovative, but they also need to creative climate within organization in order to the awareness of requirement of innovation and move into action (Deci & Ryan, 1987). As given employees' enough time, shared with information them about work without violate privacy policy and resource, so it makes a positive impact on the perception of employees' self-sufficiency, work satisfaction, confidence and the meaningfulness of work. In addition, the strength of relationship within organization may depend on the level of psychological empowerment. Because surrounding climate of organization can be seen as various aspects of the psychological atmosphere. It may be accepted that climate is affected from individuals as the vice versa case. As previously stated, psychological empowerment effects on positively creative climate, due to the fact that climate conveys expectations about which behaviors and attitudes. As a result, high perception of creative climate within organization is necessary for innovative work behavior for improve current product, services or processes, or trying to think about current work processes, product or services in alternative ways.

In sum, it is tried to explain the relationship among three variables with this study that creative climate is more effective in engendering innovative behavior under conditions of high psychological empowerment than under conditions of low psychological empowerment.;

Hypothesis 3. The relationship between creative climate and innovative work behavior is mediated by psychological empowerment.

3. Methodology

3.1. Research Design

The proposed conceptual model guiding this research is depicted in Fig. 1.

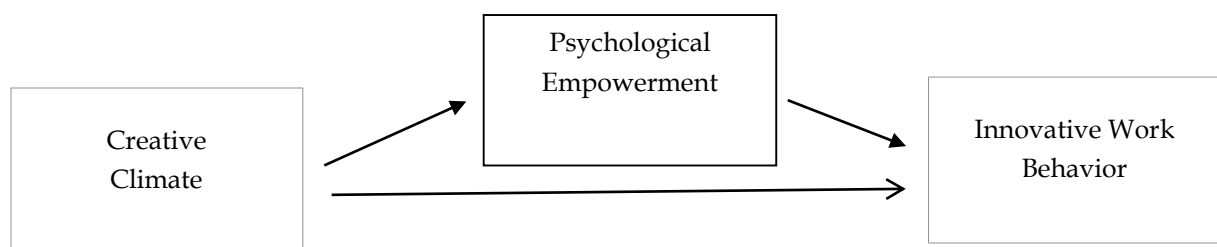


Figure 1. Proposed Model

3.2. Research Aim

In this study it is aimed to identify the mediating effect of psychological empowerment on the relationship between creative climate and innovative work behavior. To test the hypothesized relationship, a field survey using questionnaires was conducted.

3.3. Sample and Data Collection

The questionnaire consisted of three parts and demographics. As general, respondents in this study were employees who work as engineers, architects and designer of both public agency and private sector in the Turkey. Especially, the reason for selecting this profession is available of creativity and innovativeness rather than monotonous job.

Survey data were collected during April 2016. Employees were invited to participate in the survey via an e-mail. A link was included in the e-mail which allowed employees to respond voluntarily to an online questionnaire. In addition, a total of 90 questionnaires distributed by hand for some respondents. Totally, 257 of the employees returned the questionnaire. However, questionnaires obtained from 16 employees are eliminated because of missing or inconsistent data. Finally, data obtained from those 241 were analyzed through the SPSS statistical program and hypothesis were tested through statistical analyses.

3.4. Measures

In order to measure “creative climate”, it was used KEY scored on numerical scale which comprises of 78-item. This scale was developed by Teresa Amabile and item ratings form 8 environment scales and 2 outcome scales. For this study, 22 items from KEY scale were used to measure creative climate. Each component was measured by two or three items on a 5-point Likert-type scale (from strongly agree to strongly disagree). The higher score means that perception of higher degree of creative climate within organization.

The *psychological empowerment* scale, a 12-item scale, was developed by Spreitzer (1995) and was composed of four subscales: meaning, competence, self-determination, and impact. Each component was measured by three items on a 5-point Likert-type scale (from strongly agree to strongly disagree). The higher score means that employee’s perception of higher degree of psychological empowerment.

The *innovative work behavior* scale was composed of 10-item. It was developed by Jong and den Hartog (2010). Each component was measured on a 5-point Likert-type scale (from strongly agree to strongly disagree). Similarly, the higher score means that employee’s higher degree of innovative work behavior.

4. Findings

4.1. Factor Analysis and Reliability of the Scales

All three scales were applied both factor analysis and reliability testing using data collected in this study. For all three instruments, initially, the Kaiser-Meyer-Olkin measure of sampling adequacy was at least .800, above the recommended value of .600 and Bartlett’s test of sphericity was significant (p value = .000). Secondly, in order to measure internal consistency (reliability), it was used Cronbach’s Alpha statistic. All the measuring instruments was greater than 0.80. The results of factor and reliability analysis are shown on the Table 2.

Table 2.
The summary statistics of survey (N=241)

Factor	Number of items	KMO	Cronbach’s Alpha(α)	p value
Creative Climate	22	0.873	0.880	.000
Innovative Work Behavior	10	0.883	0.900	.000
Psychological Empowerment	12	0.847	0.893	.000

KMO: Kaiser-Meyer-Olkin Test

4.2. Analysis and Results

As mentioned about, in the main hypothesis for this study, the relationship between creative climate and innovative work behavior is mediated by psychological empowerment is proposed. In this context, Table 3 reports the means, standard deviations and correlations of all variables. In general, results shows that there are significant correlations as statistically among all variables on a middle level of research model. Firstly, “creative climate” has positive significant relationship with innovative work behavior ($r=0,558$; $p< .01$), has positive significant relationship with psychological empowerment ($r=0,658$; $p< .01$). Next, “innovative work behavior” has positive significant

relationship with creative climate ($r=0,558$; $p < .01$), has also positive significant relationship with psychological empowerment ($r=0,660$; $p < .01$). Finally, “psychological empowerment” has positive significant relationship with creative climate ($r=0,638$; $p < .01$), has positive significant relationship with innovative work behavior ($r=0,660$; $p < .01$).

Table 3.

Means, Standard Deviations, Correlations of Variables

	Mean	SD	1	2
1. Creative Climate	3.5	0.61		
2. Innovative Work Behavior	4.05	0.62	,558**	
3. Psychological Empowerment	4.01	0.63	,638**	,660**

N= 241; ** p < 0.01

Afterwards, regression analyze was conducted in order to test mediation effect of psychological empowerment. To test this relationship, Baron & Kenny’s (1986) method was used and the following assessments were performed. Initially, in the first step, creative climate’s as an independent variable effect on the suggested mediating variable, psychological empowerment, was examined. In the second step, mediating variable’s significant effect on innovative work behavior as dependent variable was analyzed and independent variable’s significant effect on dependent variable was analyzed. In the final step, by including the mediating variable in the analyses, the effect of independent variable on dependent variable was tested. According to all three steps, the results of the regression analysis can be interpreted from Table 4.

Table 4.

The Mediating Role of Psychological Empowerment

		R	β	t	F- value	p value
Model (1)	Creative Climate (Independent variable)	.558	.564	10.384	107.386	.000
Model (2)	Psychological Empowerment (Mediator variable)	.660	.676	13.536	183.213	.000
Model (3)	Creative Climate (x) Psychological Empowerment	.683	.499	8.306	103.820	.000

*Dependent Variable: Innovative Work Behavior, * p < 0.05*

According to first step in the model 1, when ignoring psychological empowerment as the mediator variable, the result indicated that there was a significant and positive relationship between innovative work behavior and creative climate ($\beta_1 = 0.564$; $p < 0.05$). Thus, first hypothesis (H1) was supported and confirming to first step. In the second step of the model 2, regression analysis was conducted in order to test whether the suggested psychological variable as the mediating variable had an effect on the dependent variable. The result revealed that psychological empowerment had a significant and moderate effect on innovative work behavior ($\beta_1 = 0.676$; $p < 0.05$). In that case, second hypothesis (H2) was fully confirmed. In the final step of the model 3, it was expected that in case of inclusion of the suggested mediating variable in the analysis, the effect of the independent variable on the dependent variable must

be lower when the mediating variable is included. With the inclusion of psychological empowerment in the analysis, the effect of creative climate on innovative work behavior declined ($\beta_1 = 0.499$; $p < 0.05$) with respect to the case while psychological empowerment was not in the analysis ($\beta_1 = 0.564$; $p < 0.05$). In the study it was found that psychological empowerment was a partial mediator between creative climate and innovative work behavior.

5. Conclusion, Discussions And Suggestions

In this study, the relationship between creative climate and innovative work behavior is mediated by psychological empowerment is tested. According to results of statistical analyses, it is found that, all variables of the research model have significant relationship between each other. The regression analyses report that, creative climate effects on innovative work behavior and psychological empowerment is a mediator variable within this relationship. As consistent with our expectations and previous research, all of four components of psychological empowerment are also found to be significantly as statistically and positively related to innovative work behavior. This relationship which is strongly and positively associated with innovative work behavior is logical. Because, as many researchers have defined empowerment more broadly, as increased intrinsic task motivation manifested in a set of four cognitions reflecting as individual's orientation to their work role (Srivastava, Sing, 2008 ;Conger and Kanungo, 1988; Thomas and Velthouse,1990; Spreitzer, 1995). Thus, these findings supported to previous literature. Especially, when we examine current relationship among variables in our model, we show that components of psychological empowerment effect on innovative work behavior of employees. The reason for this effect, psychological empowerment has a crucial role in improving innovative work behavior. Because, as it is expected that creative climate is a precondition in order to uncover new things (product, process, etc.). However, perception of psychological empowerment will be supported creative climate within organization. Because, employee needs to believe in ability to successfully perform tasks. Thus, feeling of confidence on employees increases. Employees who are confident to himself act more easily comparison with opposite situation in point of opportunity exploration and idea generation. Especially, if a work goal or purpose is valuable for employees, they can be more creative and innovative in order to look for new ways. Because, employee gets a chance to apply own ideas or standards. For this, it is important that employee feels competent himself. So, employees should be promoted. At same time, as meaning of work increases, they show more innovativeness.

According to other findings of this study, when employees have self-determination in point of making decision for instance work methods, procedure, time and effort (component of self-determination of psychological empowerment) they feels to empowered themselves and this result leads to be more innovativeness. Thus, freedom of employees to choose how they carry out their tasks is empowered them in order to explore, generate, promote and apply.

However, component of impact has less effect on innovative work behavior. The reason for this can be because of they cannot influence strategic, administrative or operating outcomes at work. Another reason for this result, it can be that employees do not get feedback from organization and they do not feel that they do have impact. So, this result can be researched in future studies.

6. Limitations

Despite these promising results, the current research has some limitations. The largest limitation of the current research is that by assuming all employees who were at the same level were measured. However, each of them has different responsibility. In addition, it was ignored employee' personal characteristics which have an important role in empowerment perception. Because of this, in future researches, it can be added personality based on scales. As mentioned before, the current research performed employees of private sector who lived in İstanbul. The next research may be applied in another city for employees of other sector. Nevertheless, these findings in the current

research are valuable as it was tried to explain innovative work behavior, creative climate, psychological empowerment and relationship between them.

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