

EXAMINING THE MEDIATING ROLE OF ORGANIZATIONAL IDENTIFICATION IN THE EFFECT OF INNOVATIVE CLIMATE ON TEAM PERFORMANCE: A RESEARCH ON ISO SECOND 500 INDUSTRIAL ORGANIZATIONS

Yenilikçi İklimin Takım Performansı Üzerindeki Etkisinde Örgütsel Özdeşleşmenin Aracılık Rolünün İncelenmesi: İSO İkinci 500 Sanayi İşletmelerinde Bir Araştırma

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ABSTRACT

Besides supporting the psychological perceptions of today's employees such as innovative climate is a necessity for organizations, it also creates very positive results on organizational outputs such as team performance. However, in order to achieve these positive results more pre-eminently employees should almost identify with the organization while performing their duties. In this context, it is aimed in study to examine the mediating role of organizational identification in the effect of innovative climate on team performance. In the study, the questionnaires were conducted with 219 white-collar employees working as a team. As a result of the analysis the semi-mediating role of organizational identification in the effect of innovative climate and its some sub-dimensions on team performance and its some sub-dimensions was found.

Keywords: Innovative Climate, Team Performance, Organizational Identification, ISO Second 500.

ÖZET

Günümüz çalışanlarının yenilikçi iklim gibi psikolojik yönlü algılarının desteklenmesi örgütler için bir gereklilik olmasının yanında takım performansı gibi örgütsel çıktılar üzerinde de çok olumlu sonuçlar yaratmaktadır. Ancak bu olumlu sonuçları daha üst düzeyde elde etmek için çalışanların görevlerini yerine getirirken örgütle adeta özdeşleşmeleri gerekmektedir. Bu kapsamda çalışmada, yenilikçi iklimin takım performansı üzerindeki etkisinde örgütsel özdeşleşmenin aracılık rolünün incelenmesi amaçlanmıştır. Araştırmada anketler, takım halinde çalışan 219 beyaz yakalı çalışan üzerinde uygulanmıştır. Yapılan analizlerin neticesinde yenilikçi iklimin ve bazı alt boyutlarının takım performansı ve bazı alt boyutlarının üzerindeki etkisinde örgütsel özdeşleşmenin yarı aracılık rolü saptanmıştır.

Anahtar Kelimeler: Yenilikçi İklim, Takım Performansı, Örgütsel Özdeşleşme, İSO İkinci 500.

1. INTRODUCTION

Employees whose opinions are respected within the organization, whose supported opinions are used in the direction of common purposes and who are assigned various responsibilities during practices have a higher level of innovative climate perceptions (Van der Vegt, et al., 2005: 1173; Bayhan, 2018: 175). Accordingly, employees look at the organization positively, internalize their work, and their organizational identification can reach higher levels. Together with the increase in organizational identification, employees adopt their teams and organizations they work with much more and try to perform their duties in the best manner in compliance with the goals of the organization and the team (Van Knippenberg & Sleebos, 2006: 572). As they see its positive results, their team performance can reach higher levels. In this direction, it was examined in the study in what way the mediating role of organizational identification has influence in the effect of innovative climate on team performance.

The main purpose of this study is to evaluate the teamed employees working in the metal and machinery industrial organizations operating in Ankara, which are included within the scope of the ISO second 500 largest industrial organizations, within the framework of innovative climate, team performance and organizational identification concepts. As a result of the study, it is concluded that important findings will be obtained to be used in order to determine that the efficiency, additional workforce and motivation of the employees in the organization have increased even more together with the managers' more respect to the opinions of employees (Bayhan, 2018: 175), allowing them to practice and supporting them.

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2. CONCEPTUAL FRAMEWORK

2.1. Innovative Climate

Innovative climate is the common perception of employees related to practices, procedures and behaviours that encourage the generation of new knowledge and practices. In other words, innovative climate expresses the perceptions of employees related to allowing organizations to create and implement new ideas (Van der Vegt, et al., 2005: 1173; Janssen, 2003: 348). Sub-dimensions of the innovative climate are team cohesion, supervisor encouragement, autonomy, resources and openness to innovation. Team cohesion, the first of these dimensions, is related to mutual trust, clarity and cohesion between team members. Supervisor encouragement is related to the support of the innovative ideas and practices of the employees by the manager and the encouragement of the employees in this regard. Autonomy is related to the ability of employees to have a steady hand on the tiller in their work, to think that they are free while performing their duties, and to independently observe and participate in innovation processes. Resources are related to organizations providing their employees with access to organizational resources such as information, tools, and processes. Finally, openness to innovation is related to the support of top management, teams and employees to other employees by adopting innovative processes (Crespell & Hansen, 2008: 1711; Bayhan, 2018: 175).

2.2. Team Performance

Team performance is related to employees fulfilling their duties in compliance with organizational standards and organizational goals and consequently receiving feedback from the organization. In other words, it is the collective work of team members in the direction of a particular target and the reflection of its results. Team performance is related to the net results obtained by the team (Katzenbach & Smith, 1993: 95; Fung, 2015: 21).

Sub-dimensions of team performance are team mission, goal achievement, empowerment, open and honest communication, and positive roles and norms. Team mission, the first of these dimensions, is related to the tendency of team members having a clearly expressed mission, to continue their activities and to cooperate all together (Hovemeyer, 1993; 69; Mathews, 2013: 12-13). Goal achievement is related to determining appropriate goals by teams and trying to achieve those goals with specific resources and supports given to them. Empowerment is related to providing the necessary information and resources to the team members by the team leader as well as giving them responsibility and authority that supports them to fulfil their duties in the best manner and encouraging their employees. Open and honest communication is related to having a clear and transparent flow of information within the team with the support of the team leader. Positive roles and norms are related to the ability of employees to be successful in their duties within the team, to know their own responsibilities and to perform their duties accordingly (Forgues, 1994: 91-92; Mathews, 2013: 13).

2.3. Organizational Identification

Organizational identification is that employees consider themselves as an inseparable part of the organization by establishing a psychological bond with it, internalize all events related to the organization and fully adopt the organization in which they work (Van Knippenberg & Sleebos, 2006: 572). In other words, organizational identification is the formation of a cognitive bond between the organization and the employee, and the integration of the employee with the organization. This influences organizational events and organizational behaviour within an organization (Chen, et al., 2015: 2).

Tajfel (1978) and Van Dick (2001) referred that identification with the group in particular, consists of several main components in the identification process. These are; a) Cognitive component: Includes the knowledge of the individual about membership to a certain group. b) Affective component: It is related to the emotional ties to the group of membership. c) Evaluative component: It is to attribute certain values to the group. d) Behavioural component: It is related to attempts to participate in all actions regarding the group as much as possible (Seçtim, 2020: 133; Van Dick, 2001: 270).

2.4. The Relationship between Innovative Climate, Team Performance and Organizational Identification

Innovative climate is related to the perceptions of employees that reflect whether or not organizations provide them with the opportunity to produce new ideas and practices and whether or not they offer a work environment which supports them (Moolenaar et al., 2010: 627). Accordingly, if employees have a positive

perception of the innovative climate about their organization, that is, if their ideas are considered important within the organization, if they are allowed to put their ideas into practice, and if they are given responsibilities regarding their abilities (Van der Vegt, et al., 2005: 1173; Janssen, 2003: 348), then they will display more positive attitudes towards the organization and the team they work for, internalize their work while performing their duties and almost identify with the team and the organization (Van Knippenberg & Sleebos, 2006: 572). Accordingly, employees will exert more effort for the organization and the team in order to achieve their goals, try to perform their duties in the team in the best manner, and attempt to help other team members for the benefit of the team (Katzenbach & Smith, 1993: 95; Hovemeyer, 1993; 69). Eventually, this will reflect positively on team performance.

In other words, employees with a positive innovative climate perception about the organization will lead them to maintain the team mission in the best manner in their work inside the organization and the team, to exert efforts in order to achieve common goals, to work in harmony with the team leader, to attach importance to communication within the team, and not to allow any conflict within the team (Hovemeyer, 1993; 69; Mathews, 2013: 12; Forgues, 1994: 91). As the employees harmonize with the team and the organization, their organizational identification will increase and in this case, team performance will reach to higher levels through the organizational identification of the employees.

3. RESEARCH METHOD

3.1. Purpose and Importance of the Study

In this study, evaluation of the employees teamed up in ISO second 500 metal and machinery industrial organizations operating in Ankara through innovative climate, team performance and organizational identification variables, was determined as the main purpose. In addition, because of the limited number of studies related to the relationships between innovative climate, team performance and organizational identification in the literature, it is aimed to empirically examine these relationships and the mediating role of organizational identification on employees, and to provide contribution to the literature. According to the analysis results of the study, it was considered the outputs about how the positive changes by managers in the organization would increase the innovative climate perceptions of the employees and how this would reflect on organization and team performance would be used, and in conclusion, important findings were provided for the organizations. Another important aspect of the study is to conduct it on the employees of the ISO second 500 industrial organizations, one of the largest industrial organizations in Turkey.

3.2. Research Model and Hypotheses

In the study, the relationships between the innovative climate and its sub-dimensions, team performance and its sub-dimensions and organizational identification were examined. In addition to them, it was attempted to determine the mediating role of organizational identification. In this context, the research model and hypotheses were determined. The conceptual model of the research is shown in Figure 1.

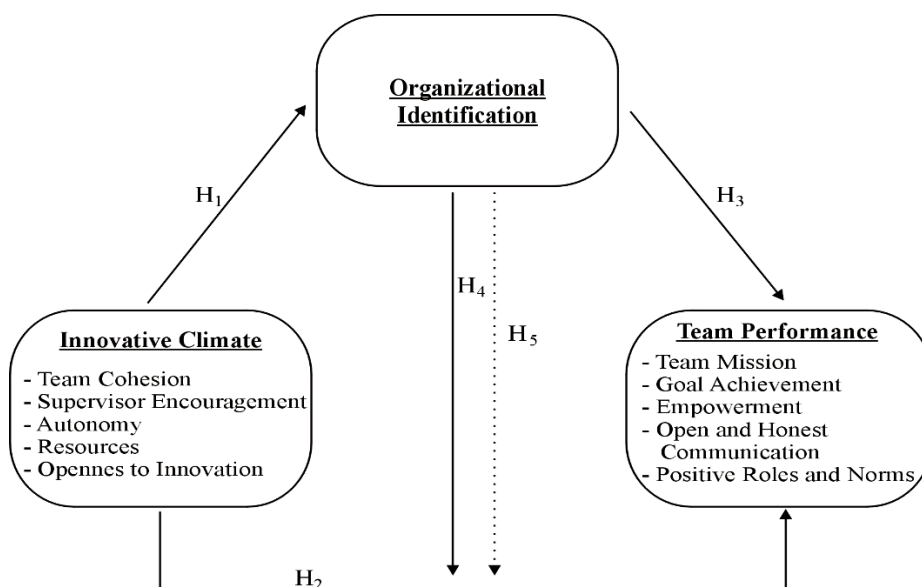


Figure 1. Conceptual Model of the Study

Accordingly, hypotheses of the study are as follows:

H1: Innovative climate has a significant and positive effect on organizational identification.

H2: Innovative climate has a significant and positive effect on team performance.

H3: Organizational identification has a significant and positive effect on team performance.

H4: Organizational identification has a mediating role in the effect of innovative climate on team performance.

H5: Organizational identification has a mediating role in the effect of sub-dimensions of innovative climate on sub-dimensions of team performance.

3.3. The Universe and Sample Selection

The universe of the study, obtained from the 2019 data of the Istanbul Chamber of Industry, consists of approximately 460 white-collar employees working as a team, who are not the senior and mid-level managers and who work in the metal and machinery industrial organizations operating in Ankara which are included within the scope of the ISO second 500 largest industrial organizations. Sample of the study consists of 219 employees randomly selected from the said organizations. 5% margin of error within the limits of 95% reliability has been taken into account for the sample and the number of employees surveyed meets this sample (Sekaran, 1992: 253).

3.4. Data Collection Tools and Scales Used

Questionnaire technique was used in the study and this technique was applied to employees through distribution and collection method. 31 questionnaires out of 250 distributed questionnaires were not analysed, because they did not return or included missing data. Study was performed on the remaining 219 questionnaires. In the first part of the questionnaire, the demographic features of the employees consisting of 7 questions were used. It was used the 20-question innovative climate scale standardized by Nybakk et al. (2011) from Amabile et al. (1996) in the second part, Hoevemeyer's (1993) 20-question team performance scale in the third part and Mael and Ashforth's (1992) 6-question organizational identification scale in the fourth part. 5-point Likert scale was used in all the parts other than the first one. In addition, SPSS 18.0 and AMOS 18.0 package program were used in the research.

4. FINDINGS AND DISCUSSION

4.1. Demographic Features

Demographic features and the frequency and percentage distribution of the respondents were investigated. While 26.1% (57) of the participants were female, 73.9% (162) of them were male. While 64.4% (141) of the participants were married, 35.6% (78) were unmarried. 8.2% (18) of the respondents were employees between 25 years old and below, 39.7% (87) of them were between 26 and 35 years old, 28.3% (62) of them were between 36 and 45 years old, 20.1% (44) of them were between 46 and 55 years old and 3.7% (8) of them were 56 years old and above. 3.7% (8) of the respondents were high school graduates, 28.3% (62) of them were college graduates, 60.7% (133) of them were bachelor, 7.3% (16) of the were Master's degree/PhD. graduates. 27.8% (58) of the respondents were technicians, 56% (117) of them were engineers, 11.9% (35) of them were responsible personnel, 4.3% (9) assistant specialists. 21% (44) of the respondents have been working less than 1 year, 32.1% (67) of them between 1-5 years old, 28.2% (59) of them between 6-10 years old, 10.1% (21) of them between 11-15 years old, 4.8% (10) of them between 16-20 years old and 3.8% (8) of them between 21 years old or above. In addition, 35.1% (77) of the respondents work in R&D department, 36.5% (80) of them in production department, 13.7% (30) of them in procurement department and 14.7% (32) of the in marketing and sales departments.

4.2. Validity and Reliability Analysis

Varimax rotation method and principal component analysis were used in the validity and reliability analyses made for the study. Factor analysis was also used to reconfirm the factor structures (Gülbahar & Büyüköztürk, 2008: 151). An expression about innovative climate with a factor load of less than 0.30 was excluded from the scale. Accordingly, validity and reliability analysis and factor analysis are presented in the tables.

Table 1. The Validity and Reliability Analysis related to Innovative Climate, Team Performance and Organizational Identification

Scales	Factors	Eigenvalue	α	Factor Exp. (%)	Factor Loading (Min.-Max.)	Item-Total Correlation (Min.-Max.)	α if Item Deleted (Min.-Max.)
Innovative Climate KMO=.863; Barlett Sph. $\chi^2=2995,283$; p=.000; $\alpha=.807$; Tot.Var.Ex.=% 50,657	Team Cohesion	3.548	.802	18.536	.348-.893	.411-.476	.689-.771
	Supervisor En.	2.833	.719	13.429	.337-.856	.354-.534	.675-.703
	Autonomy	2.425	.725	8.761	.495-.861	.435-.494	.652-.714
	Resources	1.327	.693	4.178	.514-.859	.316-.341	.650-.672
Team Performance KMO=.782; Barlett Sph. $\chi^2=2354,587$; p=.000; $\alpha=.749$; Tot.Var.Ex.=% 54,503	Openness to In.	1.854	.727	5.753	.495-.832	.416-.488	.524-.723
	Team Mission	3.629	.738	16.354	.495-.832	.482-.547	.646-.709
	Goal Achievement	1.842	.694	6.653	.477-.741	.368-.643	.597-.680
	Empowerment	2.639	.729	10.376	.386-.838	.365-.539	.664-.715
Org. Identification KMO=.813; Barlett Sph. $\chi^2=3357,581$; p=.000 $\alpha=.775$; Tot.Var.Ex.=% 52,379	Open and Honest Com.	2.835	.704	11.153	.594-.739	.357-.471	.618-.692
	Positive Roles and Norms	2.489	.672	9.967	.348-.801	.451-.477	.516-.653
	Organizational Identification	3.633	.775	52.379	.463-.927	.441-.466	.537-.726

All data groups in the table have a multivariate normal distribution. In this respect, KMO value related to innovative climate is .863 and Bartlett test is at ($p = .000 < .05$) significance level, KMO value related to team performance is .782 and Bartlett test is at ($p = .000 < .05$) significance level, and finally KMO value related to organizational identification is .813 and Bartlett test is at ($p = .000 < .05$) significance level. In this case, KMO values are at acceptable levels (Durmuş, et al., 2011: 79). According to the results of the reliability analysis, the reliability coefficients of all factors exceeded the limit of 0.60 in social sciences (Şencan, 2005: 170). Explanation of the factors and total variances explained are at an acceptable level. Item-total correlations of the scales are also greater than 0.25 (Kalaycı, 2010: 412). If the expression is deleted in the item-total statistics or the expressions collected under the factor are deleted, then reliability of the scale would not decrease (Kalaycı, 2010: 413). In addition to this, confirmatory factor analysis is shown in Table 2 in order to reconfirm the factor structures.

Table 2. Confirmatory Factor Analysis

Ölçekler	$\Delta X^2/df$	GFI	AGFI	CFI	IFI	RMSEA
Innovative Climate	3.461	.911	.917	.961	.931	.068
Team Performance	2.914	.884	.859	.964	.928	.065
Org. Identification	3.328	.875	.891	.961	.945	.073

$\Delta X^2 =$ Chi-square statistics; $df =$ Degrees of freedom, GFI= Goodness of fit index, AGFI= Adjusted Goodness of fit index, CFI= Comparative fit index, IFI= Incremental fit index, RMSEA= Root mean square error of approximation
* $p < .001$.

In the table, it was found that models of five dimensions in the innovative climate scale ($\Delta X^2/df = 3.161$; $p < .001$; GFI=.911; AGFI=.917; CFI=.961; IFI=.931; RMSEA=.068), five dimensions in the team performance scale ($\Delta X^2/df = 2.332$; $p < .001$; GFI=.884; AGFI=.859; CFI=.964; IFI=.928; RMSEA=.065) and in the organizational identification ($\Delta X^2/df = 2.529$; $p < .001$; GFI=.875; AGFI=.891; CFI=.961; IFI=.945; RMSEA=.073) provided goodness-of-fit. Accordingly, goodness of fit values are at an appropriate level (Hu & Bentler, 1999: 6).

4.3. Descriptive Statistics and Correlation Values Related to the Variables

In this part, the means, standard deviations, skewness and kurtosis of the factors and correlation values are examined. According to the research results, all means, except for the resources (2.48) dimension, are above the reasonable value of 2.5. The mean and standard deviation of the team cohesion (4.12/0.595) is the highest, while the mean and standard deviation of the resources (2.48/0.551) is the lowest. The skewness values range from -1.427 to -.322. In this case, the values are skewed to the left as they are negative. Kurtosis values range from -.374 to +1.772. In this case, it is indicated that the positive value of kurtosis

shows that the curve is more perpendicular than the normal and the negative value of kurtosis shows that is curve more kurtic than the normal (Pallant, 2001: 52).

Correlation analysis was used to investigate the relationship between innovative climate, team performance and organizational identification variables. In the correlation analysis results, positively significant and high-level relationships are as follows: There is a positively significant and high level relationship between team mission and team cohesion ($r = .713$; $p = .000$), between team mission and supervisor encouragement ($r = .737$; $p = .000$), between goal achievement and team cohesion ($r = .516$; $p = .000$), between goal achievement and supervisor encouragement ($r = .681$; $p = .000$), between empowerment and openness to innovation ($r = .529$; $p = .000$), between open and honest communication and autonomy ($r = .584$; $p = .000$), between positive roles and norms and team cohesion ($r = .637$; $p = .000$), between team mission and organizational identification ($r = .632$; $p = .000$), between goal achievement and organizational identification ($r = .536$; $p = .000$), between team cohesion and organizational identification ($r = .715$; $p = .000$), between supervisor encouragement and organizational identification ($r = .627$; $p = .000$) and finally between openness to innovation and organizational identification ($r = .516$; $p = .000$).

4.4. Regression Analysis

In this part, hierarchical regression analysis was used in order to measure the effects of innovative climate and its sub-dimensions, team performance and its sub-dimensions, and organizational identification on each other, and Baron and Kenny's (1986) mediation analysis was used in order to measure the mediating effect of organizational identification. Durbin Watson values to be between 1.5 and 2.5, tolerance values to be higher than 0.2, the VIF values to be less than 10, and the Sobel Test's Z value to be higher than 1.96 and p value to be significant were used as a base in order to prove non-existence of any multiple connection problem (Puspita, et al., 2020: 291). Regression analyses are examined in the tables.

4.4.1. Mediating Role of Organizational Identification in the Effect of Innovative Climate on Team Performance

In this context, the analysis created related to the H1, H2, H3 and H4 hypotheses shall be examined in Table 3.

Table 3. The Regression Analysis Related to the Mediating Role of Organizational Identification in the Effect of Innovative Climate on Team Performance

Model	Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R ²	Adj. R ²
1	Organizational Identification	Const.	2.037	9.658	,000	93.430	.000	.831	.575	.482
		Innovative Climate	.642	7.749	,000**					
2	Team Performance	Independent Variable				102.603	.000	.862	.523	.485
		Const.	1.946	7.650	,000					
		Innovative Climate	.593	7.479	,000**					
		Independent Variable				98.839	.000	.720	.515	.467
Const.	1.838	9.403	,000							
Org. Identification	.574	8.739	,000**							
3	Team Performance	Independent Variable				92.962	.000	.716	.601	.466
		Const.	1.834	7.468	,000					
		Innovative Climate	.422	8.375	,000**					
		Org. Identification	.436	7.597	,000**					
Durbin Watson = 1.801		Tolerans =.612	VIF =3.056							
Sobel Test: Z =10.71		P <.000								

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

It was found in the related table that all the F values were between 92.962 and 102.603, and sig = 000. Accordingly, we can say that the relationship between variables is significant. According to the mediating variable analysis: **Step 1:** Innovative climate explains 48.2% of organizational identification. It was found that β and significance values were ($\beta = .642$, $p = .000$). In this case, the innovative climate has a positive and significant effect on organizational identification. Thus, the H1 hypothesis is accepted. **Step 2:** Innovative climate explains 48.5% of the team performance. It was found that β and significance values were ($\beta = .593$, $p = .000$). In this case, the innovative climate has a positive and significant effect on team performance. Thus, the H2 hypothesis is accepted. **Step 3:** Organizational identification explains 46.7% of team performance. It was found that β and significance values were ($\beta = .574$, $p = .000$). In this case, organizational identification has a positive and significant effect on team performance. Thus, the H3 hypothesis is accepted. **Step 4:**

Organizational identification, the mediating variable in Model 3, was also included in the analysis and it was observed that the value of R^2 ($0.523 \rightarrow 0.564$) of innovative climate increased according to Model 2. As a result, organizational identification did not lose its significance. It was also found that the β coefficient of the innovative climate ($\beta = .593 \rightarrow \beta = .422$) decreased with together with the inclusion of organizational identification in the analysis. The p value of Model 2 and Model 3 remained below 0.05. In this case, organizational identification plays a semi-mediating role in the effect of innovative climate on team performance. It was also confirmed that there was no multiple connection between the variables of Durbin Watson, Tolerance, VIF and Sobel Test Z values for variables and that there was a half-mediating role. As a result, the H4 hypothesis is accepted.

4.4.2. The Mediating Role of Organizational Identification in the Effect of Innovative Climate Sub-Dimensions on Team Performance Sub-Dimensions

In Table 4, the analyses created in the direction of the H5 hypothesis are examined.

- *Mediating Analysis of Organizational Identification for Team Mission*

Table 4. The Regression Analysis Related to the Mediating Role of Organizational Identification in the Effect of Innovative Climate Sub-Dimensions on Team Mission

Model	Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R^2	Adj. R^2
1	Org. Identification	Const.	3.826	3.721	.000	67.670	.000	.539	.448	.378
		Team Cohesion	.336	3.461	.000					
		Supervisor Encouragement	.248	2.592	.000					
		Autonomy	.270	3.493	.000					
		Resources	.105	.880	.346					
		Openness to Innovation	.276	2.748	.001					
2	Team Mission	Independent Variable				12.472	.000	.418	.324	.249
		Const.	2.372	6.841	.000					
		Team Cohesion	.375	3.486	.000					
		Supervisor Encouragement	.265	3.437	.001					
		Autonomy	.447	2.654	.001					
		Resources	.189	1.677	.227					
		Openness to Innovation	.373	1.592	.030					
		Independent Variable				21.653	.000	.317	.150	.128
		Const.	3.839	6.982	.000					
		Org. Identification	.299	6.541	.000					
		Team Cohesion	.301	3.356	.000					
		Supervisor Encouragement	.194	3.690	.001					
Autonomy	.328	3.186	.001							
Resources	.097	0.932	.262							
Openness to Innovation	.436	1.741	.002							
Org. Identification	.326	2.257	.000							
Team Cohesion:		Durbin Watson = 1.943		Tolerans = .706	VIF = 1.764					
Supervisor Encouragement:		Durbin Watson = 1.634		Tolerans = .682	VIF = 1.363					
Autonomy		Durbin Watson = 1.755		Tolerans = .791	VIF = 1.461					
Team Cohesion		Sobel Test: Z = 3.387		P < .000						
Supervisor Encouragement:		Sobel Test: Z = 5.246		P < .000						
Autonomy		Sobel Test: Z = 2.639		P < .000						

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

According to the mediating variable analysis: **Step 1:** $F = 67.670$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. In addition to these, it was found that team cohesion ($\beta = .336$, $p = .000$), supervisor encouragement ($\beta = .248$, $p = .000$), autonomy ($\beta = .270$, $p = .000$), and openness to innovation ($\beta = .276$, $p = .001$) had a positive effect on organizational identification. **Step 2:** Sub-dimensions of innovative climate explain 24.9% of the team's mission. $F = 12.472$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. In addition to these, it was found that team cohesion ($\beta = .375$, $p = .000$), supervisor encouragement ($\beta = .265$, $p = .001$), autonomy ($\beta = .447$, $p = .001$) and openness to innovation ($\beta = .373$, $p = .030$) had a positive effect on team mission. **Step 3:** Organizational identification explains 12.8% of the team mission. $F = 21.653$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. It was also found that organizational identification ($\beta = .299$, $p = .000$) had a positive effect on team mission. **Step 4:** In Model 3, organizational identification, which is the mediating variable, was

included in the analysis. It was observed that the value of R^2 (0.324→0.358) increased according to Model 2. Thus, the mediating effect of organizational identification is supported. Besides that, with the organizational identification analysed, since the β coefficient of the sub-dimensions of the team cohesion ($\beta = .375 \rightarrow \beta = .301$ and $p = .000$) supervisor encouragement ($\beta = .265 \rightarrow \beta = .194$ and $p = .001$) and autonomy ($\beta = .447 \rightarrow \beta = .328$ and $p = .001$) decreases and the p values remain below 0.05, the organizational identification is a semi-mediating role. However, organizational identification is not a mediating role between openness to innovation and team mission, because the β coefficient of openness to innovation ($\beta = .373 \rightarrow \beta = .436$ and $p = .002$) increases. It was also confirmed that there was no multiple connection between the variables of Durbin Watson, Tolerance, VIF and Sobel Test Z values for team cohesion, supervisor encouragement and autonomy and that there was a half-mediating effect.

- *Mediating Analysis of Organizational Identification for Goal Achievement*

Table 5. The Regression Analysis Related to the Mediating Role of Organizational Identification in the Effect of Innovative Climate Sub-Dimensions on Goal Achievement

Model	Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R^2	Adj. R^2		
1	Org. Identification	Const.	3.826	3.721	.000	67.670	.000	.539	.448	.378		
		Team Cohesion	.336	3.461	.000							
		Supervisor Encouragement	.248	2.592	.000							
		Autonomy	.270	3.493	.000							
		Resources	.105	.880	.346							
		Openness to Innovation	.276	2.748	.001							
2	Goal Achievement	Independent Variable				66.468	.000	.513	.430	.376		
		Const.	4.738	3.389	.000							
		Team Cohesion	.362	1.573	.000							
		Supervisor Encouragement	.312	1.780	.003							
		Autonomy	.393	3.583	.000							
		Resources	.047	.935	.464							
		Openness to Innovation	.329	3.339	.001							
		Independent Variable				116.216	.000	.586	.371	.364		
		Const.	5.632	9.621	.000							
		Org. Identification	.283	4.673	.000							
		3	Goal Achievement	Independent Variable				56.639	.000	.482	.518	.396
				Const.	3.635	4.629	.000					
Team Cohesion	.168			3.511	.000							
Supervisor Encouragement	.414			1.584	.030							
Autonomy	.325			2.639	.002							
Resources	.0387			.286	.538							
Openness to Innovation	.158			1.632	.001							
Org. Identification	.156			2.631	.000							
Team Cohesion:		Durbin Watson = 1.624	Tolerans =.536	VIF =1.632								
Autonomy:		Durbin Watson = 1.286	Tolerans =.447	VIF =1.243								
Openness to Innovation:		Durbin Watson= 1.644	Tolerans =.634	VIF =1.277								
Team Cohesion:		Sobel Test: Z = 4.459	P <.000									
Autonomy:		Sobel Test: Z = 3.537	P <.000									
Openness to Innovation:		Sobel Test: Z = 9.452	P <.000									

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

According to the mediating variable analysis: **Step 1:** Innovative climate sub-dimensions explain 37.8% of organizational identification. $F = 67.670$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. In addition to these, it was found that team cohesion ($\beta = .336$, $p = .000$), supervisor encouragement ($\beta = .248$, $p = .000$), autonomy ($\beta = .270$, $p = .000$) and openness to innovation ($\beta = .276$, $p = .001$) had a positive effect on organizational identification. **Step 2:** Sub-dimensions of the innovative climate explain 37.6% of the goal achievement. $F = 66.468$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. In addition to these, it was found that team cohesion ($\beta = .362$, $p = .000$), supervisor encouragement ($\beta = .312$, $p = .003$), autonomy ($\beta = .393$, $p = .000$) and openness to innovation ($\beta = .329$, $p = .001$) had a positive effect on goal achievement. **Step 3:** Organizational identification explains 36.4% of goal achievement. $F = 116.216$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. It was also found that organizational identification ($\beta = .283$, $p = .000$) had a positive effect on goal achievement. **Step 4:** In Model 3, organizational identification, which is the mediating variable, was included in the analysis. It was observed that the value of R^2 (0.430→0.518) increased according to Model 2. Thus, the mediating effect of organizational identification is supported. Besides that, with the organizational

identification analysed, since the β coefficient of the sub-dimensions of the team cohesion ($\beta=.362 \rightarrow \beta=.168$ and $p=.000$), autonomy ($\beta=.393 \rightarrow \beta=.325$ and $p=.002$) and openness to innovation ($\beta=.329 \rightarrow \beta=.158$ and $p=.001$) decreases and the p values remain below 0.05, the organizational identification is considered as a semi-mediating role. However, organizational identification is not a mediating role between supervisor encouragement and goal achievement, because the β coefficient of supervisor encouragement ($\beta=.312 \rightarrow \beta=.414$ and $p=.001$) increases. In addition to this, the low Durbin Watson value (1.286) for autonomy attracts attention to the multiple connections between variables. In this case, organizational identification does not play a semi-mediating role for autonomy and goal achievement. It was also confirmed that there was no multiple connection between the variables of Durbin Watson, Tolerance, VIF and Sobel Test Z values for team cohesion and openness to innovation and that there was a half-mediating role.

- *Mediating Analysis of Organizational Identification for Empowerment*

Table 6. The Regression Analysis Related to the Mediating Role of Organizational Identification in the Effect of Innovative Climate Sub-Dimensions on Empowerment

Model	Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R ²	Adj. R ²					
1	Org. Identification	Const.	3.826	3.721	.000	67.670	.000	.539	.448	.378					
		Team Cohesion	.336	3.461	.000										
		Supervisor Encouragement	.248	2.592	.000										
		Autonomy	.270	3.493	.000										
		Resources	.105	.880	.346										
		Openness to Innovation	.276	2.748	.001										
2	Empowerment	Independent Variable				87.591	.000	.526	.344	.295					
		Const.	5.235	7.464	.000										
		Team Cohesion	.425	2.822	.001										
		Supervisor Encouragement	.033	.535	.177										
		Autonomy	.322	2.656	.000										
		Resources	.084	.253	.317										
		Openness to Innovation	.221	2.723	.010										
		Independent Variable									63.832	.000	.463	.397	.318
		Const.	5.824	7.268	.000										
		Org. Identification	.279	3.437	.000										
3	Empowerment	Independent Variable				133.436	.000	.496	.413	.336					
		Const.	6.683	6.299	.000										
		Team Cohesion	.353	2.638	.001										
		Supervisor Encouragement	.044	.326	.261										
		Autonomy	.263	2.38	.000										
		Resources	.136	.722	.423										
		Openness to Innovation	.249	3.175	.004										
		Org. Identification	.411	4.161	.000										
Team Cohesion: Durbin Watson = 1.656			Tolerans =.634		VIF =1.638										
Autonomy: Durbin Watson = 1.679			Tolerans =.582		VIF =1.817										
Team Cohesion: Sobel Test: Z = 6.549			P < .000												
Autonomy: Sobel Test: Z = 7.824			P < .000												

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

According to the mediating variable analysis: **Step 1:** Innovative climate sub-dimensions explain 37.8% of organizational identification. $F = 67.670$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. In addition to these, it was found that team cohesion ($\beta = .336$, $p = .000$), supervisor encouragement ($\beta = .248$, $p = .000$), autonomy ($\beta = .270$, $p = .000$) and openness to innovation ($\beta = .276$, $p = .001$) had a positive effect on organizational identification. **Step 2:** Sub-dimensions of the innovative climate explain 29.5% of the empowerment. $F = 87.591$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. In addition to these, it was found that team cohesion ($\beta = .425$, $p = .001$), autonomy ($\beta = .322$, $p = .000$) and openness to innovation ($\beta = .221$, $p = .010$) had a positive effect on empowerment. **Step 3:** Organizational identification explains 31.8% of empowerment. $F = 63.832$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. It was also found that organizational identification ($\beta = .279$, $p = .000$) had a positive effect on empowerment. **Step 4:** In Model 3, organizational identification, which is the mediating variable, was included in the analysis. It was observed that the value of

R^2 (0.344→0.413) increased according to Model 2. Thus, the mediating effect of organizational identification is supported. Besides that, with the organizational identification analysed, since the β coefficient of the team cohesion ($\beta=.425 \rightarrow \beta=.353$ and $p=.001$) and autonomy ($\beta=.322 \rightarrow \beta=.263$ and $p=.000$) decreases and the p values remain below 0.05, the organizational identification is considered as a semi-mediating role. However, organizational identification is not a mediating role between openness to innovation and empowerment, as the β coefficient increases for it ($\beta=.221 \rightarrow \beta=.249$ and $p=.004$). It was also confirmed that there was no multiple connection between the variables of Durbin Watson, Tolerance, VIF and Sobel Test Z values for team cohesion and autonomy and that there was a half-mediating role.

- *Mediating Analysis of Organizational Identification for Open and Honest Communication*

Table 7. The Regression Analysis Related to the Mediating Role of Organizational Identification in the Effect of Innovative Climate Sub-Dimensions on Open and Honest Communication

Model	Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R^2	Adj. R^2
1	Org. Identification	Const.	3.826	3.721	.000	67.670	.000	.539	.448	.378
		Team Cohesion	.336	3.461	.000					
		Supervisor Encouragement	.248	2.592	.000					
		Autonomy	.270	3.493	.000					
		Resources	.105	.880	.346					
		Openness to Innovation	.276	2.748	.001					
2	Open and Honest Communication	Independent Variable				17.659	.000	.653	.427	.418
		Const.	6.683	3.737	.000					
		Team Cohesion	.077	.281	.311					
		Supervisor Encouragement	.328	4.638	.000					
		Autonomy	.253	1.346	.003					
		Resources	.246	1.581	.002					
		Openness to Innovation	.142	.825	.347					
		Independent Variable								
Const.	6.596	7.148	.000							
Org. Identification	.634	3.645	.000							
3	Open and Honest Communication	Independent Variable				73,327	.000	.687	.473	.463
		Const.	3.455	4.261	.000					
		Team Cohesion	.048	.463	.425					
		Supervisor Encouragement	.269	1.274	.003					
		Autonomy	.331	1.346	.001					
		Resources	.055	.313	.106					
		Openness to Innovation	.042	.568	.438					
		Org. Identification	.436	4.379	.000					
Supervisor Encouragement: Durbin Watson = 1.693			Tolerans =.671		VIF =1.451					
Supervisor Encouragement: Sobel Test Z = 10.217			P <.000							

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

According to the mediating variable analysis: **Step 1:** Innovative climate sub-dimensions explain 37.8% of organizational identification. $F = 67.670$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. In addition to these, it was found that team cohesion ($\beta = .336$, $p = .000$), supervisor encouragement ($\beta = .248$, $p = .000$), autonomy ($\beta = .270$, $p = .000$) and openness to innovation ($\beta = .276$, $p = .001$) had a positive effect on organizational identification. **Step 2:** Sub-dimensions of the innovative climate explain 41.8 % of the open and honest communication. $F = 17.659$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. In addition to these, it was found that supervisor encouragement ($\beta = .328$, $p = .000$), autonomy ($\beta = .253$, $p = .003$) and resources ($\beta = .246$, $p = .002$) had a positive effect on open and honest communication. **Step 3:** Organizational identification explains 35.3 % of open and honest communication. $F = 88.172$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. It was also found that organizational identification ($\beta = .634$, $p = .000$) had a positive effect on open and honest communication. **Step 4:** In Model 3, organizational identification, which is the mediating variable, was included in the analysis. It was observed that the value of R^2 (0.427→0.473) increased according to Model 2. Thus, the mediating role of organizational identification is supported. Besides that, with the organizational identification analysed, since the β coefficient of the supervisor encouragement ($\beta = .328 \rightarrow \beta = .269$ and $p = .003$) decreases and the p values remain below 0.05, the organizational identification is a semi-mediating role. However, organizational identification is

not a mediating role between autonomy and open and honest communication, as the β coefficient increases for it ($\beta=.253 \rightarrow \beta=.331$ and $p=.001$). It was also confirmed that there was no multiple connection between the variables of Durbin Watson, Tolerance, VIF and Sobel Test Z values for supervisor encouragement and that there was a half-mediating role.

- *Mediating Analysis of Organizational Identification for Positive Roles and Norms*

Table 8. The Regression Analysis Related to the Mediating Role of Organizational Identification in the Effect of Innovative Climate Sub-Dimensions on Positive Roles and Norms

Model	Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R ²	Adj. R ²
1	Org. Identification	Const.	3.826	3.721	.000	67.670	.000	.539	.448	.378
		Team Cohesion	.336	3.461	.000					
		Supervisor Encouragement	.248	2.592	.000					
		Autonomy	.270	4.374	.000					
		Resources	.105	.880	.346					
		Openness to Innovation	.276	2.748	.001					
2	Positive Roles and Norms	Independent Variable				56.368	.000	.436	.383	.317
		Const.	3.824	6.832	.000					
		Team Cohesion	.378	5.168	.000					
		Supervisor Encouragement	.235	1.151	.001					
		Autonomy	.274	1.537	.002					
		Resources	.240	1.172	.000					
		Openness to Innovation	.099	.167	.155					
		Independent Variable								
Const.	9.281	11.153	.000	117.362	.000	.454	.373	.302		
Org. Identification	.248	7.638	.000							
3	Positive Roles and Norms	Independent Variable				63.051	.000	.619	.426	.373
		Const.	5.631	6.647	.000					
		Team Cohesion	.267	3.167	.000					
		Supervisor Encouragement	.241	1.184	.003					
		Autonomy	.198	1.521	.000					
		Resources	.061	.194	.212					
		Openness to Innovation	.073	.438	.255					
		Org. Identification	.155	4.059	.000					
Team Cohesion: Durbin Watson = 1.699			Tolerans =.825		VIF =1.174					
Autonomy: Durbin Watson = 1.737			Tolerans =.849		VIF =1.253					
Team Cohesion: Sobel Test: Z = 7.579			P <.000							
Autonomy: Sobel Test: Z = 7.042			P <.000							

* $p<0.05$; ** $p<0.01$; *** $p<0.001$

According to the mediating variable analysis: **Step 1:** Innovative climate sub-dimensions explain 37.8% of organizational identification. $F = 67.670$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. In addition to these, it was found that team cohesion ($\beta = .336$, $p = .000$), supervisor encouragement ($\beta = .248$, $p = .000$), autonomy ($\beta = .270$, $p = .000$) and openness to innovation ($\beta = .276$, $p = .001$) had a positive effect on organizational identification. **Step 2:** Sub-dimensions of the innovative climate explain 31.7 % of the positive roles and norms. $F = 56.368$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. In addition to these, it was found that team cohesion ($\beta = .378$, $p = .000$), supervisor encouragement ($\beta = .235$, $p = .001$), autonomy ($\beta = .274$, $p = .002$) and resources ($\beta = .240$, $p = .002$) had a positive effect on positive roles and norms. **Step 3:** Organizational identification explains 30.2 % of positive roles and norms. $F = 117.362$ and $\text{sig} = .000$ indicate that the relationship between the variables is significant. It was also found that organizational identification ($\beta = .248$, $p = .000$) had a positive effect on positive roles and norms. **Step 4:** In Model 3, organizational identification, which is the mediating variable, was included in the analysis. It was observed that the value of R^2 ($0.383 \rightarrow 0.426$) increased according to Model 2. Thus, the mediating effect of organizational identification is supported. Besides that, with the organizational identification analysed, since the β coefficient of the team cohesion ($\beta = .378 \rightarrow \beta = .267$ and $p = .000$) and autonomy ($\beta = .274 \rightarrow \beta = .198$ and $p = .000$) decreases and the p values remain below 0.05, the organizational identification is a semi-mediating role. However, organizational identification is not a mediating role between supervisor encouragement and positive roles and norms, as it increases β coefficient of supervisor encouragement ($\beta = .235 \rightarrow \beta = .241$ and $p = .003$). It was also confirmed that there was no multiple connection between the variables of Durbin Watson, Tolerance, VIF and Sobel Test Z values for team cohesion and autonomy and that there was a half-mediating role.

5. CONCLUSION AND RECOMMENDATIONS

Employees who perceive the innovative climate in their organizations positively can exhibit their opinions and related practices without concern (Bayhan, 2018: 175; Van der Vegt, et al., 2005: 1173). In this case, they receive positive feedback from the organization and other team members. In this direction, they can internalize their relations with the organization and the team they are affiliated more (Van Knippenberg & Sleebos, 2006: 572) and may exert more effort for the organization and the team. As a consequence of that, there might be positive reflections especially on the team performance of the employees.

According to research analysis, organizational identification plays a semi-mediating role in the effect of innovative climate on team performance. In this direction, it can be said that employees with positive innovative climate perceptions, will look at the organization more positively, feel valued, and in the end, this may affect team performance much more through organizational identification. With reference to the sub-dimensions; organizational identification has a semi-mediating role in the effect of team cohesion, supervisor encouragement and autonomy on team mission, while it has a semi-mediating role in the effect of team cohesion and openness to innovation on goal achievement. Organizational identification has a semi-mediating role in the effect of team cohesion and autonomy on empowerment, while it has also a semi-mediating role in the effect of supportive incentives on open and honest communication. Finally, organizational identification has a semi-mediating role in the effect of team cohesion and autonomy on positive roles and norms.

In this case, the positive effect of team cohesion on team mission, goal achievement, empowerment and positive roles and norms, and the mediating role of organizational identification in this effect draw attention. In this direction, it features the characteristics of the employee having team cohesion to adopt the team his work with and to consider the work he do in the team as his own duty since he is integrated with the organization (Nybakk, et al., 2011: 417). In this case, the employee's internalization of his thoughts related to the organization (Van Knippenberg & Sleebos, 2006: 572) and the team further reinforces their organizational identification and consequently, it may cause the employee to protect the team mission more, to do his best to achieve the goals set by the team, to attempt to do his job better with the contribution of the team leader, to know that his duties in the team are important for the team and to adopt the team more (Hovemeyer, 1993; 69).

When examining similar studies, no one-to-one study has been found on the mediating role of organizational identification in the effect of innovative climate on team performance. In this direction, studies on the bilateral relationships of variables, the subject of other hypotheses in the study, were examined. Lin et al. (2020) found in their study titled "Being excellent teams: Managing innovative climate, politics, and team performance" conducted with the team members in Taiwanese organizations that innovative climate and team performance have a positive relationship. Our study is similar to the results of this study. However, unlike that, in our study, different results were found in the effect of sub-dimensions of innovative climate on sub-dimensions of team performance. In the study performed by Fidanboy and Fidanboy Mahsa (2018) with R&D employees working in the IT sector titled "The impact of innovation climate on organizational identification: A research on it sector employees", they found that the innovative climate affected organizational identification significantly and positively. They also found that the sub-dimensions of innovative climate, the sub-dimension to support innovation, significantly and positively affected organizational identification. Our study is similar to the main results of Fidanboy's study. However, unlike our study, more sub-dimensions were found to be correlated with each other. In the study performed by Liu and Shieh (2015) with medical staff in a district general hospital titled "A study on the correlations among empowering leadership, organizational identification, and team performance in medical industry", they found that organizational identification has a significant positive effect on team performance. Our study is similar to the main results of this study. However, unlike our study, the effects of organizational identification on sub-dimensions of team performance were also examined.

This study contributes to the literature as it examines innovative climate, team performance and organizational identification variables all together. Another contributing aspect of the study is to perform it in teamed organizations with various departments and in ISO second 500 industrial organizations, which are one of the largest industrial organizations in Turkey that attach importance to organizational development and employee participation. In the future, a similar study can be conducted in organizations operating in

different sectors and the results can be compared. It may also be suggested to analyze these variables with different methods in future studies.

The study has several limitations. Due to the limitations of organizations in sharing data and information, not every employee could be reached. Therefore, a new study can be performed by reaching more employees in the future. The study was also limited to metal and machinery industrial organizations within the scope of ISO second 500 industrial organizations operating in Ankara. In future studies, it may be recommended to repeat the study by reaching employees of organizations from every sector within the scope of ISO 500 or ISO second 500 industrial organizations.

According to the results of the study, it was attempted to determine the innovative climate perceptions of the employees about the organization where they work and the reflections of these perceptions on the organization. In this direction, the study includes some important guiding findings for managers. The study can also contribute to the organization with the positive changes to be made by managers, in terms of employees' organizational commitments, activities, motivation and job involvement. The study can also contribute in terms of seeing certain negative practices made by managers against employees and correcting them accordingly.

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