



EXAMINATIONS OF IMPACTS OF EMPOWERING LEADERSHIP ON INNOVATION
ACTIVITIES IN SERVICE SECTOR AND EMPLOYEES
GÜÇLENDİRİCİ LİDERLİĞİN, HİZMET SEKTÖRÜNDEKİ YENİLİK FAALİYETLERİNE
VE ÇALIŞANLARA ETKİLERİNİN İNCELENMESİ

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Abstract

The organizations in service sector in intense competition environment fall behind as a result of not showing performance in desired level and have to leave from the sector. In terms of leadership styles, it is necessary to manage the satisfaction and team management with the right understanding in the superior-subordinate relationship hierarchy of the organizations. By managing and guiding employees correctly, organizations can achieve their goals that they set. The research model examines how institutions in the service sector affect employees and innovation through the empowering influence of leadership. When the findings are analyzed, it was found that empowering leadership and proactive personality variables had positive effects on career satisfaction, innovation and creativity activities. Within the scope of the study, survey were conducted with 483 white-collar employees (administrative personnel) who work in the service sector (banking sector). SPSS 25 Program was used to make analysis. Since there were 5-point Likert-scale questions in the study, factor analysis was conducted. After factor analysis, reliability analysis, correlation analysis, regression analysis, and sobel test and hayes process were made for the analysis of mediation variable effect.

Keywords: Proactive Personality, Service Innovation, Career Satisfaction, Empowering Leadership, Team Creativity,

Öz

Yoğun rekabet ortamında hizmet sektöründe bulunan kurumlar istenilen seviyede performans sergileyememeleri sonucunda yarışta geriye düşmekte ve sektörden çıkmak zorunda kalmaktadırlar. Özellikle liderlik açısından örgütlerin ast-üst hiyerarşisinde memnuniyet ve ekip yönetiminin doğru bir anlayışla yönetilmesi gerekmektedir. Çalışanların doğru yönetilmesi ve yönlendirilmesiyle, örgütler belirledikleri hedeflere ulaşmaları mümkün olabilmektedir. Hizmet sektöründe bulunan kurumların, liderliğin güçlendirici etkisiyle çalışanları ve yeniliği nasıl etkilediği araştırma modeli kapsamında incelenmektedir. Elde edilen bulgular analiz edildiğinde, Güçlendirici liderlik ve proaktif kişilik değişkenlerinin, kariyer memnuniyetine, takım yaratıcılığına ve yenilik faaliyetlerine olumlu yönde etkisinin olduğu tespit edilmiştir. Araştırmanın amacı kapsamında hizmet sektöründe (bankacılık sektöründe) bulunan 483 beyaz yakalı (idari personel)'dan veriler toplanmıştır. SPSS 25 Programı kullanılarak Analizler yapılmıştır. Anket çalışmasında 5'li Likert ölçekli sorular olduğu için faktör analizi yapılmış, faktör analizinden sonra güvenilirlik analizi, korelasyon analizi, regresyon analizi, ve aracı değişken etkisi için sobel testi ve hayes process yapılmıştır.

Anahtar Kelimeler: Proaktif Kişilik, Hizmet Yeniliği, Kariyer Memnuniyeti, Güçlendirici Liderlik, Takım Yaratıcılığı,

GENİŞLETİLMİŞ ÖZET

Çalışmanın Amacı

Liderliğin karar vermede yüksek özerkliğe ve yetki gücüne odaklanmasına yol açmasından dolayı görev belirsizliğini artırabileceği ve dolayısıyla performansın düşmesine neden olabileceği öne sürülmektedir (Martin et al., 2013). Bununla birlikte örgütlerde başarı unsuru olarak liderlik tarzlarının haricinde, aynı zamanda çalışanların sahip olduğu proaktif kişilik yapısında, yaşanan sorunlar karşısında yaptıkları işin kalitesini ve yaptıkları işte ne ölçüde destek gördüklerine ilişkin kendi algılarının ve kendi inançlarının bulunduğu dikkat çekilmektedir (Liang & Gong, 2013). Çalışmada, güçlendirici liderlik ve proaktif kişilik özelliklerinin hizmet sektöründe bulunan firmaların sundukları yeniliğe etkilerinin incelenmesiyle birlikte, bu yeniliğin gerçekleşmesinde önemli rol olan takım yaratıcılığı ve çalışanların kariyer memnuniyeti değişkenleri üzerindeki etkileri incelenmektedir.

Araştırma Soruları

Bu araştırmada, bankacılık sektöründe faaliyet gösteren firmalarda çalışan beyaz yakalıları üzerinde; güçlendirici liderlik ve proaktif kişilik değişkenlerinin; hizmet yeniliği, takım yaratıcılığı ve kariyer değişkenleri üzerindeki etkilerini analiz etmek amacıyla önerilen hipotezler test edilmiştir.

Bulgular

Güçlendirici liderlik bağımsız değişkeninin ve proaktif kişilik aracı değişkeninin, bağımlı değişkenler; takım yaratıcılığı, hizmet yeniliği ve kariyer memnuniyeti arasında pozitif yönde anlamlı ilişki olduğu görülmektedir. Değişkenler arasında olumlu yöndeki bu ilişki aralarındaki ilişkinin önemini ortaya koymaktadır. Bağımsız değişkenin, bağımlı değişkenler üzerindeki etkisinin ölçüldüğü regresyon analizler sonucunda, hipotezler desteklenmiştir. Regresyon analizi sonucunda değişkenler arasındaki ilişkiler istatistiksel olarak anlamlıdır. Proaktif kişilik aracı değişken etkisinin ölçüldüğü araştırma modelimizde, proaktif kişilik aracı değişken etkisi olarak güçlendirici liderlik ile hizmet yeniliği, kariyer memnuniyeti ve takım yaratıcılığı arasındaki ilişkide etkisinin olduğu analizler sonucunda ortaya çıkmıştır.

Yöntem

Araştırmanın amacı kapsamında bankacılık sektöründe bulunan 483 beyaz yakalı çalışan (idari personel) ile anket çalışması yürütülmüştür. Toplanan verilerin analizinde; SPSS 25 Programı kullanılmıştır. Faktör analizi ve güvenilirlik analizlerinden sonra, korelasyon analizi, regresyon analizi ve aracı değişken analizi için sobel testi ve hayes process yapılmıştır. Anket soruları beş değişkeni temsil eden sorulardan oluşmaktadır. Güçlendirici Liderlik Ölçeğinde; Ahearne ve arkadaşları (2005) (Güvenirlilik değeri 0.87'dir) ve Arnold ve arkadaşlarının (2000) (Güvenirlilik değeri 0.88'dir) yapmış olduğu çalışmadaki sorulardan faydalanılmıştır. Bateman ve Crant'ın (1993) ve Seibert ve arkadaşlarının (1999) (Güvenirlilik değeri 0.87'dir) yapmış olduğu çalışmalardaki proaktif kişilik ölçeğinden faydalanılmıştır. Tierney ve Farmer'ın 2002 yılında yapmış olduğu araştırmadaki Takım Yaratıcılığı ölçeğinden faydalanılmıştır. Swink'in 2003 yılında yapmış olduğu araştırmadaki hizmet yeniliği

ölçeğindeki sorular kullanılmıştır. Greenhaus ve arkadaşları'nın 1990 yılında (Güvenirlilik değeri 0.84' dür) yapmış oldukları çalışmadaki kariyer memnuniyeti ölçeğindeki sorulardan faydalanılmıştır.

Sonuç ve Değerlendirme

Yapılan araştırmalarda çalışan performansını olumlu yönde etkilemede güçlendirici liderliğin belirgin bir rolünün olduğu kabul edilmektedir. Yapılan bazı araştırmalarda, çalışan çıktılarıyla liderliğin güçlendirici etkisi arasında karmaşık sonuçların olduğu vurgulanmaktayken (Ahearne et al., 2005; Fineman, 2006), Zhan ve Bartol'un 2010 yılında yapmış olduğu çalışmada, Çalışanların yaratıcılığı ve liderliğin güçlendirici etkisi arasında olumlu yönde bir ilişki olduğu savunulmaktadır. Güçlendirici liderliğin, proaktif kişilik yapısına sahip çalışanlarda ve özellikle yaratıcılığa yatkınlığı olmayan çalışanlarda yaratıcı faaliyetleri arttırmada etkili olabileceği önerilmektedir. Yoğun çalışma ortamlarında, liderlik tarzının, çalışanların tutumlarını, motivasyonlarını ve davranışlarını olumlu yönde etkileyebilmesi için pozitif bir liderlik tarzının olması gerekmektedir. Bu nedenle güçlendirici liderlik tarzı, yoğun çalışma ortamında, örgüt içinde olumlu bir iklim yaratacak özelliğe sahiptir. Bu özellik, örgütlerin buldukları sektörlerde rekabetçi pozisyonları elde etmede ve sürdürmede avantajlar sağlayabilir. Güçlendirici liderliğin olduğu örgütlerde, çalışanlar, biçimsel çalışma rollerinin ötesinde davranışlar sergilerler, anlamlı ve bağımsız olarak çalışma eğilimindedirler (Martin et al., 2013). Araştırma modeli kapsamında elde edilen analiz bulgularıda bu yöndedir. Aynı zamanda, bazı çalışmalar, bazı astların çalışma çıktıları üzerinde güçlendirici liderliğin olumlu etkilerini göstermektedir (Seibert et al., 2011).Araştırma modelinde, değişkenler arasındaki ilişkilere bakıldığında, örgütlerin sahip olduğu en önemli özelliklerin lider-çalışanlar arasındaki uyumun olmasında yattığı görülmektedir. Lider-çalışanlar arasındaki ilişkiler pozitif yönde olduğu müddetçe, örgütsel performansında olumlu yönde ilerlediği savunabilmektedir. Örnek kitlemizde bulunan çalışanların, buldukları kurumlarda pozitif yönde ilişkinin olduğu görülmektedir. Hizmet sektöründe yapılan araştırma sonucunda, takım yaratıcılığına ve hizmet yeniliğine, güçlendirici liderlik ve proaktif kişilik yapısının olumlu yönde etkilediğini görebilmekteyiz. Bununla birlikte kariyer memnuniyeti açısından çalışanların sahip oldukları proaktif kişilik yapısıyla birlikte örgütte daha çok başarılı oldukları ve güçlendirici liderlik tarzında kariyer memnuniyeti açısından çalışanların kendilerini geliştirebilmeleri ve başarılı olmalarında önemli bir liderlik tarzı olduğu sonucuna varabilmekteyiz.

1. INTRODUCTION

Empowering leaders adopt a high-participation management approach by granting authority and responsibility to their employees (Leach et al., 2003). Conceptually, empowerment leadership has a broad definition, because it involves more than making employees participate in the decision-making process. This leadership style consists of the ability to give its subordinates a strong feeling of self-determination, trust, goal setting and self-confidence (Konczak et al., 2000). Empowering leadership creates intrinsic motivation in employee behavior and thus, positive results such as job satisfaction, participation, creativity, job performance and extra role behaviors can be obtained (Humborstad et al., 2014). However, some studies do not have positive results about empowering leadership. It is suggested that leadership can increase the ambiguity of the task due to its focus on high autonomy and power of authority in decision-making, and thus decrease performance (Martin et al., 2013). However, apart from their leadership style as an element of success in organizations, it is also pointed out that the Proactive personality structure of employees also has their own perceptions and beliefs as response to how well they do the job and how much support they receive in the job they do (Liang and Gong, 2013). Employees must be able to use their talents to engage in creative activities. In this, employees need to be supported by the management in their organizations. Employees with proactive personality traits can fulfill their responsibilities when they receive positive support, as they have the ability to solve problems and use resources most effectively (Fuller et al., 2006). Employees with a proactive personality structure can positively effect the individual creativity of their colleagues as an important member of the team for jobs in team spirit. Therefore, the individual creativity of the employees is the building block for team creativity (Drazin et al., 1999). Gong et al. (2013) state that Empowering leadership has an important feature that promotes and supports creativity in the team and encourage a creative culture. According to Schumpeter (1934), innovation is a radical activity that creates a new object. It is also a source of competitive advantage and survival for companies (Merrilees et al., 2011). Salunke et al. (2013) discussed service innovation from interactive and supportive perspectives and it is explained that an interactive innovation among employees within the organization is the place where value creation is started in service concept and design. Supportive innovation is defined as supporting the new value proposition developed within the organization. These conceptualizations show that service innovation turns around process and service. In this respect, Gadrey et al. (1995) classified service innovation as innovations in processes. In this study, the effects of empowering leadership and proactive personality traits on the innovation offered by the firms in the service sector are examined, and the effects on team creativity and career satisfaction variables that play an important role in realizing this innovation are examined.

2. LITERATURE REVIEW

2.1. Empowering Leadership

Empowering leadership is defined as leadership behavior that includes giving employees authority, self-management and decision-making of them, coaching and sharing information with them (Sharma and Kirkman, 2015). For many organizations, the creation of conditions enabling the psychological empowerment of employees is considered important for success. The meaning of the empowering effect of leaders on employees; Reducing procedures by trusting employees' abilities means taking positive responsibilities and providing feedback to employees (Zhang and Bartol, 2010). In the literature, when the researches about employee creativity are examined, an approach that assumes that the creativity activity emerges as a result of the interactions of the characteristics of employees is adopted (Woodman et al., 1993). An important factor that enables this creativity to emerge in existing organizations is empowering leadership (Fineman, 2006). This emphasis has led to an effort to understand how empowering leadership improves the creativity of employees. In the world where the uncertainty and complexity for the future increases with the increasing competition in the service sector, empowering leadership is effective in organizations that have the potential to increase creativity. There are both opportunities and challenges for employees to demonstrate their creativity in being beneficial to organizations (Zhang and Bartol, 2014). However, in order for empowering leadership to be effective on employees, employees must also rely on their own abilities (Ahearne et al., 2005).

To effectively promote the creativity of employees, leaders need to be aware of the individual differences between employees. At the same time, there is a need for both sectoral and cultural evidence about how they influence and empower employees (Forrester, 2000). The interactive perspective of creativity shows that employees avoid uncertainty about trust in leaders and empowering leadership is critical to encourage creativity (Fineman, 2006). Leadership has an important effect on employees' engagement in creative activities (Tierney, 2008). Employees must rely on the leaders decisions and support in order to manage the risks and uncertainties they face (Rousseau et al., 1998). When employees have confidence based on the influence of their leaders, they are more likely to feel truly empowered by their leaders. With the trust of employees in their leaders, creativity activities begin to increase and uncertainty environment begins to decrease. If there is no trust in organizations, that is, when leaders cannot create trust, creativity may begin to decrease in case of high uncertainty avoidance. When considered together, our aim in this research is to investigate how proactive staffing variables in empowering leadership and mediating role are affected by service innovation, team creativity, and career satisfaction.

2.2. Proactive Personality

Proactive personality is the pioneer of encouraging constructive change (Gong et al., 2012) and individual creativity (Fuller and Marler, 2009). Although there are studies in the literature about the positive effects of proactive personality structure, it is emphasized that more studies should be done on

the effects of both creativity and changes (Bateman and Crant, 1993). Barrick and Mount (2005) suggested that “the basic tools that affect behaviors in the working environment are expected to be realized in a positive way with motivation”. Although some studies in the literature examined the mediation variable effect of proactive personality in order to evaluate the importance of trust and knowledge variables (Fuller and Marler, 2009), they have ignored the process of motivation of proactive personality into creativity. Individuals tend to exhibit proactive behaviors after a conscious decision-making process (Bindl et al., 2012). In other words, proactive behaviors should be supported and strengthened by leaders in order to have positive developments in employees' individual behaviors. When its importance is considered, there are few studies with proactive personality structure that examine employee outcomes in explaining the relationship between proactive personality and proactive behaviors (Crant, 2000; Li et al., 2010).

Proactive employees are change-oriented, predicting the consequences that may occur and take action to make constructive changes (Gong et al., 2012). Therefore, the responsibility of change emerges, which is defined as the belief that the individual makes it mandatory (Choi, 2007). However, it should be noted that having a proactive personality structure can be risky. Employees need to consider possible outcomes and consider the next step before engaging in proactive behavior (Grant and Ashford, 2008). It is stated that proactive behaviors and perceptions of employees are encouraged in case of leadership style which has positive effects in organizations (Raub and Liao, 2012). Therefore, it can be explained that developmental feedback positively affects the proactive personality relationship and makes employees feel the responsibility of the change. This study analyzes the effects of both independent and mediation variable effect of proactive personality on team creativity, service innovation and career satisfaction.

2.3. Team Creativity

As a result of the ability of employees or teams to produce new and useful ideas, successful implementation by organizations is called creativity (Gumusluoglu and Ilsev, 2009). The creativity feature may not be available to all individuals because creativity occurs when individuals use their skills (Shalley et al., 2004). Therefore, when the concept of team creativity cannot be used in organizations, it emerges as a problem. In order for organizations to give importance to the concept of team creativity, individuals should be able to use their talents and creativity together (Shalley and Gilson, 2004). Because, if organizations cannot bring together the employees and create an atmosphere of team creativity, it may not be possible to come up with new and useful ideas. Moreover, this situation may prevent the development of new products and / or services (Klijn and Tomic, 2010). The discovery of a product / service does not have to be new to the world, however, it is stated that it should add potential value to an organization and its applicability (Zhou and Ren, 2012). An important step in team creativity activities is the value given to the organization.

As a result of environmental impacts, organizational structures are open to continuous development and change, employees to be active in creativity (Shalley et al., 2004). Employees who

will provide the organization with a competitive advantage and ultimately contribute to their survival will fully support these creative activities. Therefore, it has become a driving force in organizations in terms of the importance of creativity and its effects on team creativity (Anderson et al., 2004). A study by Scott and Bruce in 1994 argues that leadership styles influence creativity; in other words, when leaders lead their employees to develop their creativity skills, they play an important role in team creativity in terms of their knowledge and skills. This type of behavior of leaders increases productivity and innovative behaviors (Owens and Hekman, 2012). If leaders ensure that creativity activities are shared by all employees within the organization, alternative perspectives are developed and employees are included in the decision-making process positive feedback can be obtained in team creativity activities (Amabile et al., 2004). For this purpose, the effects of empowering leadership and proactive personality on team creativity are examined within the framework of the model of research.

2.4. Service Innovation

In the service sector, where intense competition is experienced, the innovation approach of the institutions is effective both in competition and in terms of economic growth (Chesbrough, 2010). In the study of Chesbrough (2003), the need for institutions to innovation; not being behind the technological developments, argues that it comes from the idea of evaluating both environmental changes and internal factors. Service innovation according to a different perspective; is to gain benefits by developing new business models and making improvements in process management (Enz, 2012). In this regard, meeting the demands and needs of stakeholders with the innovation of service, gaining new customers constantly, and gaining competitive advantage with innovations are considered as important factors (West and Bogers, 2014). In the study by Chesbrough et al. (2006), they talked about the importance of innovation in the service sector and why they should use the information capital used in the field of innovation (Kelleher et al., 2012). The transfer of information gained through innovation and changes to innovation can bring a competitive advantage to institutions. Service innovation is important to provide benefits to organizations that implement and develop them, to keep the organization in a dynamic structure and to gain an important advantage in the competitive environment (Toivonen and Tuominen, 2009).

Similarly, In order to be successful in the competitive environment by offering value to stakeholders, organizations need to consider service innovation both in process management and in the successful implementation of business models (Ostrom et al., 2010). Service innovation is described as a complex process consisting of four stages proposed by Edvardsson and Olsson (1996); These are the idea generation phase, the project creation phase of planning to turn thought into reality, the design phase and implementation phase of the new service. These four stages are consistent with Sundbo's (2008) study, which provides a three-stage model for service innovation; The first stage is involvement of actors in service innovation is the stage of developing the idea of service innovation and the third stage is the service is the stage of the market. De Jong et al. (2003) state that successful innovation practice in service organizations should be initiated as idea generation, evaluation, development, testing

and basic activities. To some extent, researchers recommend that service innovation development phases overlap, while others are discussing a more sequential model (Gebauer et al., 2008). In this direction, service innovation is accepted as an organizational mechanism capable of bringing together and mobilizing new and existing resources (Yen et al., 2012). Within the framework of the research model, the effects of empowering leadership and proactive personality structure of the employees on service innovation are analyzed with the findings.

2.5. Career

Career opportunities (preferment, promotion) affect job satisfaction intensively. As a result of the research, it is revealed that the job satisfaction is low and promotion absenteeism of employees who believe that they deserve to be promoted (Savery, 1996; Orpen, 1994). Therefore, organizations need to introduce policies and practices to improve individual career effectiveness of employees. In addition to increasing the material income obtained from the job done, promotion raises the social status of the employees and positively changes their place in the society. If the employees of each level has the opportunity to promote when they are successful, their satisfaction will increase. If all promotion levels in the organization are full, even if the employees succeed, job satisfaction will start to decrease when they cannot find an opportunity to promote (Erdoğan, 1996). Promotion is the assignment of the employee to a higher position, and thus to a more difficult duty. As the employees climb the career ladder, their duties and responsibilities will increase. In other words, employees will begin to gain experience in every new task and responsibility they take. In this way, employees will want to work with new authority and responsibility whenever they gain experience. Employees whose progression and promotion paths are blocked will decrease their efforts and pleasure. In short, promotion decisions are reward decisions with financial and psychological awards. These decisions are vital decisions for the future of the employee, and promotion above all indicates the success of the personnel.

The availability of promotion opportunities affects employee behavior, and as the higher the self-improvement, the more self-confidence of the personnel (Boies and Rothstein, 2002). Promotion is a psychological reward because it provides both strong prestige and opportunity to those who want to have more voice in matters concerning them. The promotion which means more important work, more responsibility and higher social respectability, increases the job satisfaction level of personnel. Especially because there is an increase in wages in promotions at the manager level, job satisfaction is higher in managers than in employees (Luthans, 1973). The social status achieved as a result of the promotion, higher responsibility and higher salary increase is a situation that managers want to achieve. As promotion is a rare occurrence, it increases job satisfaction further. Employees' career options, decisions to move from one job to another, ability to see their future and make specific career choices affect their reactions to their work. Meeting career expectations contributes to low labor turnover, high satisfaction and commitment. Therefore, the needs of individuals within the organization need to be well understood (Igbaria et al., 1999). Within this framework, it is aimed to make analyzes based on the

findings obtained in terms of the effects of proactive personality structure and career style on career satisfaction.

2.6. Relations Between Variables

The empowering leadership and service innovation relationship is vital for organizations in the service industry, where competition is intense and highly volatile. Because the organization has to create the psychological infrastructure necessary for the employees to be innovative. In other words, in order for the employees to exhibit innovative behaviors, they need to provide them with a movement area (Amabile et al., 2004).

Employees with proactive personality; They work more actively by taking authority and responsibility, by adopting the work they do, by making sense of the work, by trusting themselves, by feeling competent in the work they do. With the contribution of leadership in the positive direction, proactive employees who are psychologically stronger contribute more to the organization in terms of innovation (Slåtten et al., 2011).

Empowering leaders encourage employees to contribute to improving their business processes by ensuring that they take responsibility for their work. Leaders who can meet these conditions contribute to the emergence of team creativity features in environments where employees are together (Zhang & Bartol, 2010). Empowering leaders have a positive effect on providing career satisfaction for employees by supporting training and development programs for continuous improvement in the organization (Greco et al., 2006).

The ability of leaders to meet the expectations of the employees is of great importance in increasing the performance of the employees and establishing positive relationships with the employees (Chang & Chiang, 2007).

In Kanter's (1988) study, the characteristics of proactive individuals; He states as “anticipating future opportunities and threats, making constructive and profitable decisions in this direction, defending the ideas that are true or believed, and benefiting from the ideas and suggestions of his friends”. Therefore, proactivity; It can be explained that it has a positive effect on innovative behavior, creativity and performance.

Parker and Collins (2010) state that proactive individuals participate positively and statistically in improvement efforts within the company. Based on these, it can be explained that proactive personality causes innovative behavior (Seibert et al., 2001).

In evaluating the contribution of proactivity to performance; It is explained that the best performers in the realization of the goals of the business and the organization are the employees with a proactive personality structure (Thomas et al., 2010).

3. METHODOLOGY

Within the scope of the study, survey were conducted with 483 white-collar employees (administrative personnel) who work in the banking sector. SPSS 25 Program was used to analyze the data. In addition, sobel test and hayes process were performed in mediation variable analysis.

The sample of the research was determined by "easy sampling" and therefore public and private bank employees operating in the marmara region were sampled. A questionnaire was sent online to all administrative staff determined for the purpose of the research and 497 returns were provided. The data of 14 participants who were not filled in as desired in the answers given were not included in the analysis and 483 questionnaires were processed. Since this 483 unit sample has a sufficient sample size for analysis, the data has been analyzed. It was tested whether there was a difference between the answers given by the public and private sector participants and the data could be combined since there was no significant difference between the answers given at the level of 0.05 significance. In fact, if there was a difference between the answers given by the public and private sector employees, the model could be analyzed in two stages with these conditions. The absence of discrepancy was made to make the data stronger by combining it.

The survey questions consists of questions represent five variables. The questions developed by Aheame et al. (2005) and Arnold et.al (2000) (Cronbach's alpha value is 0.87 in the current study) (Cronbach's alpha value is 0.88 in the current study) were used in *empowering leadership scale*. In the *proactive personality scale*, the questions developed by Bateman and Crant (1993) and Seibert et al. (1999) (Cronbach's alpha value is 0.87 in the current study) were used. In *team creativity scale*, the questions in study of Tierney and Farmer in 2002 were used. In *service innovation scale*, questions developed by Swink (2003) were used. In the *career satisfaction scale*, questions developed by Greenhaus et al. (1990) (Cronbach alpha value is 0.84 in the present study) were used.

3.1. Research Aim

In this research, we aim to determine the effects of empowering leadership and proactive personality variables on service innovation, team creativity and career variables on white collar employees working in service sector. The selection of the service sector is the more specific proactive personality and service innovation activities. The reason why the sample group is selected from white-collar employees is that they have a role in proactivity, creativity and innovation. Therefore, our research objective is to evaluate and analyze service companies both for leadership and employees. To test the propositions, a field survey was conducted using the survey.

3.2. Findings

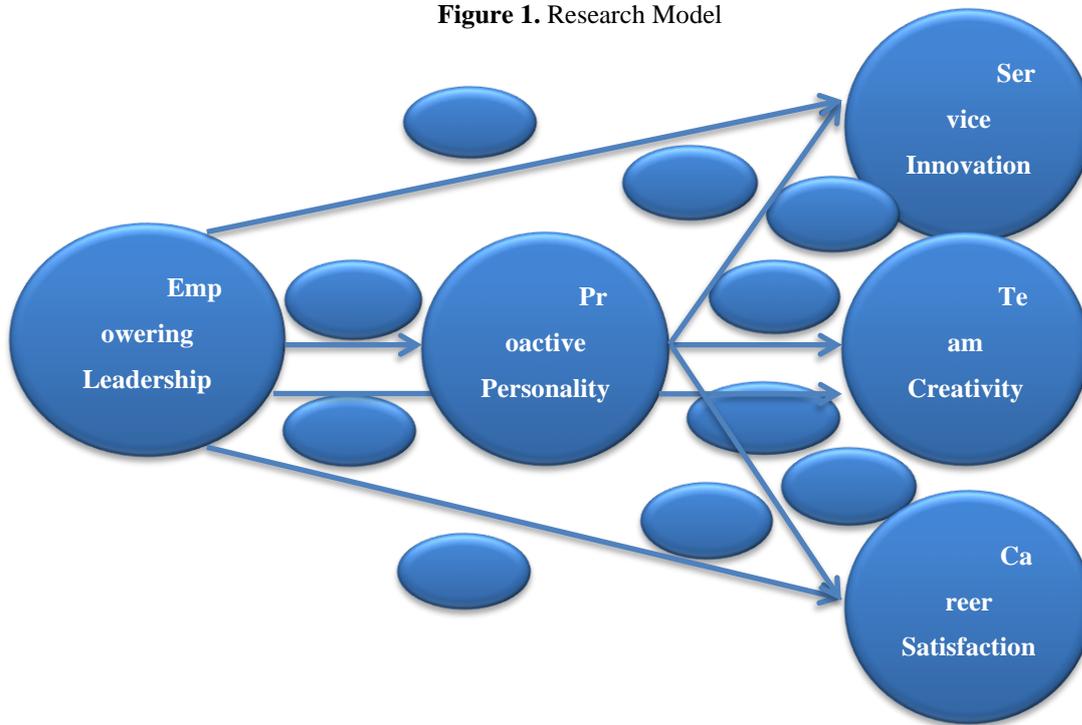
The survey was conducted with total of 483 employees from Public (232) and Private Sector (251) in the Marmara Region. 223 female and 260 male white-collars answered to our survey. 8.7% (42 Participants) of the participants had Vocational School/Associate Degree, 67.5% (326 Participants) of them had Bachelor, 23.8% of them had (115 Participants) Graduate Degrees. Areas of activity of the

institutions where the participants work are, 122 participants work in the “National”, 223 participants work in the “Regional” and, 138 participants work in the “International” activities. In terms of the level of achieving the goals they set in their professional careers; it is stated that 52 Employees “Very Low”; 55 Employees “Low”; 168 Employees “Moderate”; 146 Employees “High”; 62 employees “Very High”.

3.3. Research Framework

In the research model determined as a result of literature research, independent variable is empowering leadership, mediation variable is proactive personality, dependent variables are service innovation, team creativity and career was applied. In the research, since the quantitative approach is adopted as a statistical method, the data obtained are analyzed. The analyzes were made according to the relationships between the variables in the research model (Thomas et al., 2015).

Figure 1. Research Model



Hypotheses;

H1: Empowering leadership in organizations has an impact on proactive personality.

H2: Empowering leadership in organizations has an impact on service innovation.

H3: Empowering leadership in organizations has an impact on career satisfaction.

H4: Empowering leadership in organizations has an impact on team creativity.

H5: Proactive personality in organizations has effect on service innovation.

H6: Proactive personality in organizations has effect on career satisfaction.

H7: Proactive personality in organizations has effect on team creativity.

H8: In organizations, the relationship between empowerment leadership and service innovation has a medaiton variable effect of proactive personality.

H9: In organizations, the relationship between empowering leadership and career satisfaction has a mediation variable effect of proactive personality.

H10: In organizations, the relationship between empowering leadership and team creativity has a mediation variable effect of proactive personality.

4. ANALYSES

Factor Analysis is used to provide clues about the structure of the relationship between many variables which are thought to be related (İslamoğlu, 2011). Three methods are used to determine whether the data set is suitable for factor analysis. These are the formation of correlation matrix, Bartlett test and Kaiser-Meyer-Olkin (KMO) tests (Ural and Kılıç, 2013). If KMO test sample size is 0.7-0.8 good, 0.5-0.7 medium and should be at least 0.5, if less than 0.5, more data should be collected. Since KMO value; 0.921, exceeds 0.50 and Bartlett's test Sig. value is significant 0.000, the data set was found suitable for factor analysis.

In our study, the variables prepared according to the 5-point Likert scale were measured with a 32-question survey. Variables, were subjected to factor analysis of proactive personality, service innovation, career satisfaction, empowering leadership, team creativity. As a result of factor analysis 8 questions do not show factor distribution, the remaining 24 questions are distributed to 5 factors:

Table 1. Rotated Component Matrix^a

Rotated Component Matrix ^a					
	Component				
	1	2	3	4	5
PP16. I am very good at turning problems into opportunities.	0.834				
PP15. I like to challenge the status quo.	0.810				
PP14. If I believe in an idea, it can not prevent me.	0.774				
PP13. I love being a champion for my ideas even for others' opposition.	0.762				
PP12. I tend to allow others to take the initiative to start new projects.	0.741				
PP11. I try to create a difference in my community and perhaps in the world.	0.711				
SI1. At the Institution where I work, we develop our current services.		0.756			
SI2. At the Institution where I work, we develop our new services.		0.728			
SI3. At the Institution where I work, we take the services of other companies as examples to improve our new services.		0.646			
SI4. At the institution where I work, our new services are developed according to customer requirements.		0.597			
CS4. I am pleased with my progress towards achieving my development goals.			0.679		
CS5. I am pleased with my progress in achieving my goals for the development of new skills.			0.652		
CS3. I am pleased with my progress towards achieving my income goals.			0.580		
CS1. I am pleased with the success of my career.			0.555		
CS2. I am pleased with my progress towards achieving my overall career goals.			0.507		

EL3. My manager believes that I can undertake challenging tasks.				0.783	
EL1. My manager helps me understand how my goals relate to the Company's.				0.781	
EL2. My manager makes many decisions with me.				0.774	
EL4. My agent makes me do my own way.				0.743	
EL5. They listen my working group's ideas and suggestions.				0.651	
TC2. At the institution where I work, I think that I am good at producing new ideas.					0.766
TC3. I think that I am a master at developing the ideas of others at the institution where I work.					0.750
TC4. At the institution where I work, I am good at finding creative ways to solve problems.					0.706
TC1. At the institution where I work, I am confident about my ability to solve problems in a creative way.					0.659
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 6 iterations.					

PP: Proactive Personality, SI: Service Innovation, CS: Career Satisfaction, EL: Empowering Leadership, TC: Team Creativity

Reliability analyses for reliability and validity of scale developed in order to determine whether survey questions ensure integrity to explain or to query to a homogeneous structure and Cronbach alpha value, reliability coefficient, must be greater than $\alpha=0,70$ for social sciences (Hair et al., 2014; Nunnally and Bernstein, 1994).

Table 2. Reliability Analysis

Variables	Number of Questions	Cronbach Alfa (α) Values
Empowering Leadership	5	.893
Proactive Personality	6	.915
Team Creativity	4	.832
Career Satisfaction	5	.857
Service Innovation	4	.838

When the reliability table was examined, it was found that the values of Cronbach's Alpha Coefficient were highly reliable for all factors. Since the reliability coefficients are very high, there is no need to cancel any survey questions.

Before regression analysis, correlation analysis is carried out to test the direction and strength of the relationships among the variables in the research model (Kalaycı, 2006). It is carried out to explain and interpret the relationships between variables statistically. The feature of the correlation analysis is that there are values between -1 and +1 among the variables and analysis is made according to these values.

Table 3. Correlations

Correlations						
		Proaktif Personality	Empowering Leadership	Service Innovation	Career Satisfaction	Team Creativity
Proaktif Personality	Pearson Correlation	1	,587**	,498**	,514**	,464**
	Sig. (2-tailed)		0,000	0,000	0,000	0,000
	Sum of Squares and Cross-products	301,830	174,132	136,820	139,187	120,342
	Covariance	0,909	0,524	0,412	0,419	0,362
	N	483	483	483	483	483
Empowering Leadership	Pearson Correlation	,587**	1	,570**	,488**	,486**
	Sig. (2-tailed)	0,000		0,000	0,000	0,000
	Sum of Squares and Cross-products	174,132	291,996	154,052	130,084	123,875
	Covariance	0,524	0,880	0,464	0,392	0,373
	N	483	483	483	483	483
Service Innovation	Pearson Correlation	,498**	,570**	1	,702**	,597**
	Sig. (2-tailed)	0,000	0,000		0,000	0,000
	Sum of Squares and Cross-products	136,820	154,052	250,291	173,065	140,802
	Covariance	0,412	0,464	0,754	0,521	0,424
	N	483	483	483	483	483
Career Satisfaction	Pearson Correlation	,514**	,488**	,702**	1	,696**
	Sig. (2-tailed)	0,000	0,000	0,000		0,000
	Sum of Squares and Cross-products	139,187	130,084	173,065	242,873	161,777
	Covariance	0,419	0,392	0,521	0,732	0,487
	N	483	483	483	483	483
Team Creativity	Pearson Correlation	,464**	,486**	,597**	,696**	1
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	
	Sum of Squares and Cross-products	120,342	123,875	140,802	161,777	222,436
	Covariance	0,362	0,373	0,424	0,487	0,670
	N	483	483	483	483	483

** . Correlation is significant at the 0.01 level (2-tailed).

As a result of the correlation analysis, it can be explained that the relationships between the variables are positive and they affect each other positively. After the correlation analysis, regression analysis was performed to test and analyze the hypotheses. The regression analysis results showing the effect of the independent variable on the dependent variable except for the mediation variable effect are shown in table 4.

Table 4. Results of Regression Analysis of the Effect of Independent Variables (IV) on Dependent Variables (DV)

IV	DV	Standart β	Sig.	Adjusted R ²	F Value
Empowering Leadership	Proactive Personality	.587***	000	.342	173.609
Empowering Leadership	Service Innovation	.570***	000	.323	159.169
Empowering Leadership	Career Satisfaction	.488***	000	.236	103.732
Empowering Leadership	Team Creativity	.486***	000	.234	102.393
Proactive Personality	Service Innovation	.498***	000	.246	109.039
Proactive Personality	Career Satisfaction	.514***	000	.262	118.897
Proactive Personality	Team Creativity	.464***	000	.213	91.037

*: p<0.05

** : p<0.01

***: p<0.001

As a result of regression analysis, it is seen that effects of empowering leadership and proactive personality variables are positive and significant by sig. values.

As can be seen in Table 4, as a result of the regression analysis, it can be explained that the independent variables have a positive effect on the dependent variables. Table 5 describes whether hypotheses are supported according to regression analysis results.

Table 5. Hypotheses Results

Hypotheses	Supported / Unsupported	Significance Level (Sig.)
H1: Empowering leadership in organizations has an impact on proactive personality.	Supported	P<0.001
H2: Empowering leadership in organizations has an impact on service innovation.	Supported	P<0.001
H3: Empowering leadership in organizations has an impact on career satisfaction.	Supported	P<0.001
H4: Empowering leadership in organizations has an impact on team creativity.	Supported	P<0.001
H5: Proactive personality in organizations has effect on service innovation.	Supported	P<0.001
H6: Proactive personality in organizations has effect on career satisfaction.	Supported	P<0.001
H7: Proactive personality in organizations has effect on team creativity.	Supported	P<0.001

As a result of the hypothesis tests performed among the variables mentioned in research model, apart from the effect of mediation variable, hypotheses were supported by regression analysis. The relationships between the variables were statistically significant after regression analysis.

Mediation Variable Effect in Research Model: In research model, in order to determine the effect of the mediation variable (MV), especially proactive personality has an mediation variable effect on relationship between empowering leadership independent variable (IV) and team creativity, service

innovation, career satisfaction dependent variables (DV); whether it has effect on the hypothesis established as a result of the analyzes.

Table 6. Results of Regression Analysis of Mediation Variable (MV) Effect

Regression	IV	DV	Standart β	Sig.	Adjusted R ²	F Value
IV	Empowering Leadership	Service Innovation	.424***	.000	.323	159.169
MV	Proactive Personality		.249***	.000	.362	95.046
IV	Empowering Leadership	Career Satisfaction	.285***	.000	.236	103.732
MV	Proactive Personality		.347***	.000	.313	76.778
IV	Empowering Leadership	Team Creativity	.326***	.000	.234	102.393
MV	Proactive Personality		.273***	.000	.281	65.863

*: p<0.05

** :p<0.01

***:p<0.001

In order to explain the effect of the mediation variable, the variable between the independent variable and the dependent variable must be a measured variable. One of the tests measuring the effect of this mediation variable is the sobel (1982) test. Analyzing the effect of the mediation variable with Sobel test is calculated using the uncorrected regression coefficients and standard error values of the related variables. In 1995, MacKinnon, Warsi, and Dwyer spread statistical methods to evaluate the effect of mediation variables. There are two main versions of the sobel test as Aroian (1944/1947) and Goodman (1960).

Table 7. Mediation Variable (MV) Effect Analysis with Sobel Test

Independent Variable	Empowering Leadership		Input:		Test statistic:	Std. Error:	p-value:
		a	0.458	Sobel test:	4.37286702	0.03093897	0.00001226
Mediation Variable	Proactive Personality	b	0.333	Aroian test:	4.36180356	0.03101744	0.0000129
Dependent Variable	Service Innovation	Sa	0.109	Goodman test:	4.3840151	0.0308603	0.00001165
		Sb	0.029				
Mediation variable; If the p value is less than <0.05, we can explain that there is an effect between the variables							
Independent Variable	Empowering Leadership		Input:		Test statistic:	Std. Error:	p-value:
		a	0.458	Sobel test:	4.02083258	0.03127611	0.00005799
Mediation Variable	Proactive Personality	b	0.381	Aroian test:	4.01046819	0.03135694	0.0000606
Dependent Variable	Career Satisfaction	Sa	0.109	Goodman test:	4.03127774	0.03119507	0.00005547
		Sb	0.034				
Mediation variable; If the p value is less than <0.05, we can explain that there is an effect between the variables.							
Independent Variable	Empowering Leadership		Input:		Test statistic:	Std. Error:	p-value:
		a	0.547	Sobel test:	4.50938201	0.03105969	0.0000065
Mediation Variable	Proactive Personality	b	0.338	Aroian test:	4.49806134	0.03113786	0.00000686
Dependent Variable	Team Creativity	Sa	0.039	Goodman test:	4.52078859	0.03098132	0.00000616
		Sb	0.035				
Mediation variable; If the p value is less than <0.05, we can explain that there is an effect between the variables.							

The effect of the mediation variable was tested with the hayes process macro program developed by Hayes (2017). In his researches, Hayes (2017) made a SPSS program through a macro; has developed a data analysis method that examines the effects of mediation variables.

Table 8. Mediation Analysis with Hayes Process

H8 Hayes Process Analysis; In organizations, the relationship between empowerment leadership and service innovation has a mediation variable effect of proactive personality.	H9 Hayes Process Analysis; In organizations, the relationship between empowering leadership and career satisfaction has a mediation variable effect of proactive personality.
PROCESS Procedure for SPSS Version 3.4	PROCESS Procedure for SPSS Version 3.4
Model : 4	Model : 4
Y : Service_	Y : Team_Cre
X : Empoweri	X : Empoweri
M : Proactiv	M : Proactiv
Sample	Sample
Size: 333	Size: 333
Indirect effect(s) of X on Y:	Indirect effect(s) of X on Y:
Effect BootSE BootLLCI BootULCI	Effect BootSE BootLLCI BootULCI
Proactiv ,1354 ,0343 ,0664 ,2007	Proactiv ,1400 ,0331 ,0741 ,2041
Partially standardized indirect effect(s) of X on Y:	Partially standardized indirect effect(s) of X on Y:
Effect BootSE BootLLCI BootULCI	Effect BootSE BootLLCI BootULCI
Proactiv ,1559 ,0390 ,0776 ,2299	Proactiv ,1710 ,0399 ,0907 ,2469
Completely standardized indirect effect(s) of X on Y:	Completely standardized indirect effect(s) of X on Y:
Effect BootSE BootLLCI BootULCI	Effect BootSE BootLLCI BootULCI
Proactiv ,1462 ,0374 ,0710 ,2169	Proactiv ,1604 ,0382 ,0833 ,2327
H10 Hayes Process Analysis; In organizations, the relationship between empowering leadership and team creativity has a mediation variable effect of proactive personality.	
PROCESS Procedure for SPSS Version 3.4	
Model : 4	
Y : Career_S	
X : Empoweri	
M : Proactiv	
Sample	
Size: 333	
Indirect effect(s) of X on Y:	
Effect BootSE BootLLCI BootULCI	
Proactiv ,1856 ,0349 ,1163 ,2538	
Partially standardized indirect effect(s) of X on Y:	
Effect BootSE BootLLCI BootULCI	
Proactiv ,2170 ,0400 ,1386 ,2942	
Completely standardized indirect effect(s) of X on Y:	
Effect BootSE BootLLCI BootULCI	
Proactiv ,2035 ,0384 ,1269 ,2773	

If the Hayes process analysis has a value of “0” between BootLLCI and BootULCI, the mediation effect cannot be mentioned. As a result of the analysis, it is confirmed that the proactive personality mediation variable has a significant effect on the hayes process test as well as the sobel test.

Hypothesis results;

Table 9. Supported / Unsupported Status of Research Hypotheses Representing Mediation Variable Effect

Hypotheses	Supported / Unsupported	Significance Level (Sig.)
<i>H8: In organizations, the relationship between empowerment leadership and service innovation has a mediation variable effect of proactive personality.</i>	Supported	<i>P<0.001</i>
<i>H9: In organizations, the relationship between empowering leadership and career satisfaction has a mediation variable effect of proactive personality.</i>	Supported	<i>P<0.001</i>
<i>H10: In organizations, the relationship between empowering leadership and team creativity has a mediation variable effect of proactive personality.</i>	Supported	<i>P<0.001</i>

In our research model, where the effect of the proactive personality variable was measured, it was found that the effect of the proactive personality variable was the relationship between empowering leadership and service innovation, career satisfaction and team creativity.

5. DISCUSSION

In some studies, it is emphasized that there are complex results between employee outcomes and the empowering effect of leadership (Ahearne et al., 2005; Fineman, 2006). In 2010, Zhan and Bartol argued that there is a positive relationship between the creativity of employees and the empowering effect of leadership. It is suggested that empowerment leadership can be effective in increasing creative activities in employees with proactive personality structure and especially in employees who do not tend to creativity. In intensive working environments, a positive leadership style is required for the leadership style to positively affect employees' attitudes, motivations and behaviors. For this reason, empowering leadership style has the characteristics to create a positive climate within the organization in an intensive working environment. This feature can provide advantages for organizations to maintain and maintain competitive positions in their sectors. In organizations with empowering leadership, employees exhibit behaviors beyond formal working roles and tend to work meaningfully and independently (Martin et al., 2013). The analysis findings obtained within the scope of our research model are also in this direction. Also, some studies show positive effects of empowering leadership on the work outcomes of some subordinates (Seibert et al., 2011).

The importance of leadership role to creativity will also be important in making team creativity effective. Then, creativity can be perceived as an important role and status for employees, as the leadership role places on creativity. In individuals with a proactive personality structure, creativity activities become more active. Therefore, the proactive personality structure manifests itself in the works that are acted as a team and the importance of team activities in obtaining positive results emerges. Gong et al. (2013) state that supportive leadership style is positively associated with team creativity in the success of innovation. As a result of the analysis of the findings obtained within the scope of the research model, it is concluded in this direction. In the organizational environments where creativity activities are supported, the development of new forms of work facilitates their work within the organization

(West and Farr, 1990). Chen et al. (2011) argue that service innovation is not only related to the creation of new service processes, but also that there is intense competition due to the widespread use of innovation in research. For this reason, leadership style and participation of employees in innovation are important in organizational structure.

In the research model, when the relations between the variables are examined, it is seen that the most important characteristics of organizations lie in the harmony between the leader and the employees. As long as the relations between the leader and the employees are positive, they can argue that their organizational performance is progressing positively. It is seen that the employees in our sample group have a positive relationship in their institutions. In the intense competition environment, there is the fact that the procedures that organizations set out in order to ensure the continuity of the organization are defined correctly. This situation can make an advantageous position in the competitive environment in terms of the sustainability principle of institutions. Because ordering in an institution where the procedures are always welcomed by employees is important for the institutions.

6. CONCLUSION AND RECOMMENDATIONS

In the study conducted in the service sector within the scope of the research model, previous studies are supported to explain the relationship between the outputs of the employees and the strengthening effect of leadership. As the research on the effects of the empowering effect of leadership on employees and the organization is at an early stage, it is aimed to guide future studies. A leader who is interested in individual characteristics and differences needs to learn the creativity skills of the employees and coordinate them by combining different abilities to contribute to team creativity (Basadur, 2004). When the results of the analysis are considered, it can be accepted that empowering leadership style is an important leadership in bringing together different talents.

Both the proactive personality structure and the creative behaviors of the employees are important for the innovation activities of the service sector institutions (Reynoso et al., 2015). Because the organizational structures that do not attach importance to the performance and development of the employees within the organization, they fall back without adapting to the conditions in the competitive environment and have to leave the sector. Organizational structures that attach importance to the development of employees and provide opportunities to discover their talents can be more active in adapting to the competitive conditions in the sector. Particularly, providing career opportunities that employees attach importance to their own future within the framework of transparent and fair rules connects employees more to the organization and can engage in activities that positively reflect the organization's performance.

As a result of the research conducted in the service sector, we can see that strengthening leadership and proactive personality structure positively affect team creativity and service innovation. In addition, we can conclude that employees are more successful in the organization with their proactive personality structure in terms of career satisfaction and empowering leadership is important in terms of

career satisfaction in self-development of employees and to be successful and in terms of career satisfaction. In order for future studies to be better and to create qualitative studies and to create new theoretical concepts, it is necessary to focus more on the different effects of leadership styles on employees. In particular, it will be possible to obtain new concepts that may arise due to cultural differences between regions, especially in the field of management and organization, but also in the field of social sciences. The problems that arise in working life help to create new leadership and management styles as well as academically new concepts. By examining the problems experienced in working life more academically and with priority, it will be possible to gain new concepts in terms of theoretical and analysis that may contribute to the world literature in future studies.

7. SUGGESTIONS FOR FUTURE STUDIES

With the technological developments in the world are experiencing huge and rapid changes. Globalization is one of the most important consequences of this change. Global change has affected the world as well as business life and has increased in competition among companies. Companies have started to show interest in new management approaches in order to survive in this competitive environment. Personnel empowerment, one of these new management approaches, emerged in the 80s and was quickly accepted. Thanks to empowering, it is possible to increase productivity, reduce costs, shorten the decision-making process and adapt more easily to rapidly changing environmental conditions. In the work environment where personnel empowerment management is applied, there are practices that will make employees feel more valuable. Thanks to these practices, both employee and organization achieve significant gains.

When the sectoral weight in the world economy is analyzed, it is seen that the share of the service sector is increasing. In this study, the importance of proactive personality structure, team creativity and service innovation is emphasized. However, it is useful to examine the effects of proactive personality structure and team creativity on different working groups in different sectors together with empowering leadership style. At the same time, meta analysis should be given importance. Because cultural and sectoral differences can be identified more easily by analyzing similar studies in different countries. With the success of service innovation with changing market conditions, it will be possible to gain competitive advantage and provide a higher quality service. Therefore, there is a need for studies in various institutions in the field of service innovation.

As a result, the good performance of employees in the success of an organization in the service sector stands out. In order to perform well in their employees, they should see themselves as the owners of the workplace. The way to achieve this is to provide a working environment in which employees feel competent and initiative and can influence output. It is also possible for leaders to achieve such an environment by applying empowering leadership behaviors.

8. MANAGERIAL IMPLICATIONS

It is an indisputable fact that there is a need for individuals who have high intrinsic motivations, who are emotionally committed to their organization, are satisfied with their work, share their knowledge with their colleagues, and work with creative and high performance. Therefore, in order to achieve the desired employee behavior and high employee performance, business managers should be more examples of their employees, coaching them, sharing their knowledge with them, interacting with them, paying attention to them and making them participate in decisions. In other words, managers should make efforts to increase empowering leader behaviors.

Employees with a proactive personality structure and the leaders responsible for this implementation process have important roles in strengthening team creativity. The help and support of the leaders in this regard is very important. Leaders will be able to focus on top-level issues that are vital rather than dealing with detail-demanding work, as they do not perceive empowerment of employees as a threat to themselves, as opposed to giving them the power to make decisions. It is necessary to establish an organizational culture in which employees can always feel strong, participate in the decision-making process, obtain high-level information about the goals and vision of the business and receive unconditional support from their superiors at all times.

Achieving the expected positive results by successfully applying the reinforcing leadership style is possible by adapting subordinates, managers and organizational structure accordingly. Establishing an appropriate organizational climate for the implementation of empowering leader behaviors in organizations, providing continuous training to employees, the establishment of an information system that allows information sharing and open communication channels in all directions, providing the necessary resources to the employees for their work, creating an atmosphere of trust in the organization, performance evaluation, feedback and development of reward systems and failure to be seen as an opportunity to learn should be paid attention.

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