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The Mediating Role of Organisational Commitment in the Effect of Psychological Empowerment, Innovative Climate, and Knowledge Sharing on Innovative Work Behaviour: A Field Study



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Abstract

This study aims to explore how organisational commitment mediates the impact of psychological empowerment, innovative climate, and knowledge sharing on innovative work behaviour (IWB) within the ceramic and refractory industry. According to the “Ceramics Sector Report” by the Republic of Türkiye Ministry of Industry and Technology, the study population comprises white-collar employees working in enterprises that have been awarded R&D and design centre certificates in the ceramics and refractory industry in Türkiye. Data were collected from 571 individuals through questionnaires. The obtained data were analysed using SPSS and LISREL software. The study found that organisational commitment mediates the relationship between psychological empowerment and innovative work behaviour. Furthermore, organisational commitment acts as a bridge between an innovative climate and innovative work behaviour. Moreover, organisational commitment mediates the relationship between knowledge sharing and innovative work behaviour (IWB).

Keywords

Psychological Empowerment · Innovative Climate · Knowledge Sharing · Innovative Work Behaviour · Organisational Commitment · Ceramics and Refractory Industry.

Jel Classification
M1, M10, 03



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The Mediating Role of Organisational Commitment in the Effect of Psychological Empowerment, Innovative Climate, and Knowledge Sharing on Innovative Work Behaviour: A Field Study

In today's business world, increasing global competition and the acceleration of technological developments are driving organisations to continuously seek innovation. Globalisation, digital transformation, and rising competition are forcing enterprises to become more dynamic, flexible, and innovative. In this context, IWBs have become a critical factor for organisations not only to survive but also achieve a sustainable competitive advantage. Innovative work behaviours are related to employees generating new ideas, improving existing processes, and achieving organisational goals more effectively. Encouraging and supporting innovative work behaviours enables organisations to be more flexible, adaptable, and creative. It is known that several factors promote innovative work behaviours. Although these factors vary significantly, they originate from individuals, organisations, or the environment. Numerous studies addressing this topic are available in the literature. When these studies are examined, it is evident that they generally focus on the antecedents and outcomes of IWB. Although theoretical gaps exist regarding innovative work behaviour, research on this topic continues in this direction. This study also investigates the antecedents and determinants of IWB.

The innovative climate and psychological empowerment, which are thought to represent organisational culture and managerial attitudes and behaviours, were investigated as antecedents of IWB. Knowledge sharing was considered a reflection of the interaction between these factors and employees. The study also investigated organisational commitment, a characteristic considered essential in the correlations between the previously described antecedents and IWB, which may indicate the nature of the employee-organisation interaction.

Briefly, employees' psychological empowerment plays a significant role in enhancing their commitment and motivation towards work. Psychological empowerment can enhance employees' belief in their own skills and work, thereby increasing their desire to generate and implement innovative ideas and solutions. Psychologically empowered employees tend to be more creative and proactive in their work, and are more likely to exhibit innovative work behaviours.

Conversely, creating an innovative climate in organisations can foster an environment that encourages employees to think innovatively. An innovative climate enables organisations to foster a culture that supports risk-taking and encourages the open expression and promotion of innovative ideas. Employees may feel freer and more supported in such a climate, showing greater interest in innovative activities. The importance of creating an innovative climate in the ceramics sector stems from the fact that this industry is inherently open to constant change and development. An innovative climate encourages creativity, continuous learning, and development, which are vital in the ceramics industry. The ceramics industry is rich in aesthetics and design. An innovative climate allows employees to maximise their creative potential and continuously generate new ideas and designs. This is essential for sustaining and strengthening industry's competitive advantage.

Knowledge sharing is an important factor in increasing innovative work behaviours in organisations. Organisations with a high level of knowledge sharing support employees in learning from each other and developing innovative ideas. Knowledge sharing promotes organisational learning and accelerates the

implementation of innovative solutions. A strong sense of organisational commitment among employees can enhance IWBs by motivating them to be more eager and determined to achieve organisational goals. The ceramics business, which necessitates continual innovation and originality, can benefit from the diverse skills and experiences of employees, resulting in the development of unique and creative products. Knowledge sharing among employees can improve production processes and elevate quality standards. Sharing information between experienced and less experienced employees can reduce errors and increase overall productivity. Knowledge sharing is part of continuous learning and development processes among employees. This is particularly important in the ceramics industry, where new techniques and technologies are constantly evolving. Learning from each other among employees supports a culture of continuous improvement. Employees who collaborate to address the challenges and problems they encounter can help in finding more effective solutions. Knowledge sharing allows different perspectives and experiences to contribute to problem solving. Knowledge sharing strengthens employee trust and team spirit. This promotes collaboration and ensures that employees feel a sense of responsibility towards each other. Knowledge sharing not only contributes to enterprise development but also accelerates the development of the entire ceramics sector. Knowledge sharing among enterprises and professionals in the sector helps the industry advance and adopt innovative practices.

Encouraging innovative work behaviours among employees in the ceramics industry is crucial for sustaining the sector's competitive edge and adapting to ever-evolving market demands. This contributes to business growth and increases employee job satisfaction and commitment. Promoting organisational commitment among personnel in the ceramics industry is essential for the sector's performance and long-term viability. Organisational commitment is a fundamental element for the long-term success and stability of the ceramics industry. Increasing employee commitment can result in lower employee turnover rates, higher productivity, and an overall healthier work environment. This contributes to the success of both individual employees and the business as a whole.

This study aimed to investigate the effects of psychological empowerment, innovative climate, and knowledge sharing on IWB, while also examining the mediating role of organisational commitment. This study aims to provide significant findings regarding the strategies organisations should focus on to enhance IWBs, thereby filling theoretical gaps in the literature. Using data collected from a survey of employees in the Turkish ceramics and refractories sector, this study investigated the mediating role of organisational commitment in the impact of psychological empowerment, innovative climate, and knowledge sharing on innovative work behaviour.

Psychological empowerment, innovative climate, and knowledge sharing have all been the subject of many studies that examine their implications for innovative behaviour in the workplace. However, studies examining the combined effect of these factors and the role of OC in this process are limited. By bridging the gap between theory and practice, this study can add to the existing literature. In the context of business life, this study can provide practical information about the strategy enterprises should implement to encourage innovative work behaviour. Additionally, it can serve as a guide for managers on which factors to focus to enhance employees' IWBs. This study can pave the way for future academic and scientific studies that investigate the outcomes of psychological empowerment, innovative climate, and knowledge sharing in different cultural and industrial settings. This may inspire and enable similar studies in various industries and countries.

Innovative Work Behaviour

In today's world, where change is inevitable in business life, innovation makes it possible to adapt to existing changes or steer change. The purpose of enterprises is to serve their customers while also improving the quality of their products or services. This leads enterprises to innovate and change (Drucker, 1998).

West and Farr (1989) defined IWB as the deliberate and strategic creation of innovative concepts, their advocacy, and eventual execution, aimed at enhancing either a work group within the company or the organisation in its entirety (Janssen, 2000). Innovative behaviour, as stated, can be perceived as a multifaceted and holistic framework that includes all actions by organisational personnel that facilitate the innovation process (De Jong and Den Hartog, 2007). Innovative behaviour in an organisation is seen as a complex behaviour involving three different tasks: idea generation, concept promotion, and idea execution (Scott and Bruce, 1994; Janssen, 2004). These valuable innovations can encompass the creation of novel product concepts or technologies that were previously absent in the organisation, improvements in administrative procedures designed to enhance internal business relationships, or the application of emerging ideas or technologies to business processes with the goal of significantly boosting their efficiency and effectiveness (Kleysen and Street, 2001).

For innovations to occur within the organisation, it is critical for employees to engage in innovative behaviours. Employees may have valuable ideas; enterprises must understand the process of capturing and utilising these innovative ideas and transforming them into profitable new products (Getz and Robinson, 2003). De Jong and Den Hartog (2010) addressed the process of IWB in four stages: idea exploration, idea generation, idea championing, and implementation.

Idea Exploration: Idea exploration refers to the effort made to learn and uncover more about innovation opportunities by identifying their sources, seeking them out, becoming aware of their existence, and collecting relevant knowledge (Kleysen and Street, 2001). Idea exploration is behaviour that is directed towards improving existing conditions, seizing opportunities, or addressing the need for immediate intervention in an existing situation. It involves seeking ways to improve current goods, services, or procedures, or rethinking them due to factors such as discrepancies between the current situation and the desired state, failures, identified problems, and market shifts (De Jong, 2004).

Idea Generation: It refers to behaviours aimed at producing beneficial change by generating ideas and solutions to develop enterprises, employees, products, processes, and services (Kleysen and Street, 2001). According to Janssen (2004), IWB begins with idea generation. Perceived problems, inconsistencies, discontinuities, and work-related emerging trends are often triggers for generating new ideas (Janssen, 2004). It is the process of combining and reorganising existing concepts to create new goods, services, or procedures; enter untapped markets; improve existing business processes; find solutions to identified problems; or enhance performance (De Jong, 2004).

Idea Championing: Idea Championing is the act of defending creative ideas against obstacles, uncertainty, and resistance to change. It involves demonstrating commitment to the potential success of innovation, finding the right people to provide support, and forming coalitions (De Jong, 2004). Idea Championing involves mobilising resources, persuading, influencing, encouraging employees, and engaging in bold and risk-taking behaviours within innovation processes to realise the potential of ideas and inventions (Kleysen and Street, 2001).

Implementation: Implementation is the manifestation of an idea through an innovative prototype or model that can be explored and should be successful, used either inside a group or throughout the entire company (Janssen, 2004). Implementation makes innovation a normal part of work (Kleysen and Street, 2001). This stage is related to behaviour aimed at developing, testing, and commercialising a new service (De Jong, 2004). It refers to integrating innovations into routine business processes, developing new products and workflows, and testing and refining these implementations (De Jong & Den Hartog, 2010). Employees may play a crucial role during the implementation stage by engaging in actions aimed at effectively applying and utilising innovations. Employees that are very personally dedicated to a given topic, for instance, can persuade others of their worth. Additionally, employees can devote significant effort to developing an innovative idea, testing it, and commercialising it (De Jong & Den Hartog, 2007).

Psychological Empowerment

Interest in psychological empowerment arises during times of increased global competition, rapid change, and the growing importance of employees' decision-making competencies and innovative behaviours (Spreitzer, 1995). Organisations need the input of each employee in the hierarchy. Encouraging staff members to organise and pursue shared organisational interests will contribute to achieving organisational goals (Tripathi & Bharadwaja, 2019).

Managerial and organisational success, according to Conger and Kanungo (1988), depends on giving employees agency over their work. They imply that empowerment strategies are vital for the formation and preservation of groups. Organisational power and general efficiency increase when superiors share control and authority with subordinates.. Building on the work of Conger and Kanungo (1988), Thomas and Velthouse (1990) describe empowerment as a four-part intrinsic drive for tasks: sense of impact, competence, meaningfulness, and choice. Accordingly, psychological empowerment encompasses an individual's intrinsic interest in a specific task (meaningfulness), perceived responsibility for one's actions (choice), level of proficiency in performing task-related activities (competence), and the extent to which one feels they are making a meaningful contribution to achieving desired outcomes (sense of impact). According to Thomas and Velthouse (1990), the four cognitive aspects that indicate an employee's attitude towards their professional role—intrinsic motivation—are the basis of Conger and Kanungo's (1988) broad approach to empowerment. These four cognitions have motivational effects on employees: sense of impact, competence, meaningfulness, and choice. These include sense of impact, competence, meaningfulness, and choice.

Meaningfulness: Meaningfulness refers to the alignment between the demands of an employee's job role and their personal beliefs, values, and behaviours, making the work feel significant and purposeful (Spreitzer et al., 1999; Spreitzer, 1996). Thomas and Velthouse (1990) define meaningfulness as an expected outcome value for intrinsic motivation, representing an individual's intrinsic interest in specific tasks. Accordingly, a low level of meaningfulness results in indifference towards one's job, role, and significant events, whereas a high level of meaningfulness leads to greater participation, commitment, involvement, and energy intensity. Meaningfulness enables employees to gain energy for their work (Thomas & Velthouse, 1990). When employees who possess this sense of energy receive additional work assignments, they may feel valued by the organisation, which, in turn, enhances the meaningfulness of their work (Chen & Chen, 2008). All of these factors also enhance the creativity of employees (Sun et al., 2012).

Competence: Bandura's (1989) concept of self-efficacy, which is closely associated with competence, describes the extent to which a person believes they can effectively perform task activities, as well as their

level of effort and expectation of success in achieving the desired outcome (Thomas & Velthouse, 1990). Competence refers to confidence in one's abilities to perform work duties and responsibilities to a high standard (Spreitzer, 1996). At the same time, competence also reflects the individual's assessment of the relationships between their effort and the performance they achieve at work (Bandura, 1989). Employees exhibit increased effort, persistence, high goal expectations, and high-performance outcomes to cope with challenging tasks (Spreitzer, 1995).

Choice: When employees perceive self-determination in freely choosing their own goals based on their personal interests, concerns, and values, they experience a high level of autonomy in performing their tasks (Wang et al., 2019). Workers practice self-determination when they are able to choose their own work schedules, determine the amount of effort they put into each activity, and have input into these decisions (Choong et al., 2011). Employees who have the right to make decisions regarding their work perceive themselves as competent and autonomous in performing their tasks, which in turn motivates them (Shah et al., 2019; Wang et al., 2019).

Sense of impact: The fourth dimension of psychological empowerment, sense of impact, refers to the expectation of achieving results, as described in expectancy theory. According to Thomas and Velthouse (1990), the sense of impact is "the degree to which an individual is seen as making a difference in producing the intended effects within the task environment," reflecting how much their actions are perceived to contribute to achieving desired outcomes. According to Spreitzer (1995), the sense of impact refers to the extent to which an individual can personally influence strategic, executive, or functional outcomes within the organisation or activity they are involved in. Sense of impact refers to the degree to which employees believe that their actions can contribute to achieving organisational goals and creating a positive work environment (Zhang and Bartol, 2010; Bester et al., 2015).

Innovative Climate

The realisation of innovation, which provides the most significant competitive advantage, can only be achieved in an innovative environment (Turgut and Beğenirbaş, 2013). The work environment, crucial for fostering employee innovation, must be organised to promote creativity and support innovative thinking (Ahmed, 1998). An environment that supports employees' creativity, allows for potential mistakes, and rewards positive outcomes fosters innovative results (Zuraik and Kelly, 2019). Amabile (1988) pioneered research in this area by identifying the environmental factors that influence innovation and creativity in organisations (Amabile, 1988). Innovative climate includes a pleasant working environment, open communication, affective and functional support from managers, willingness of employees to share their expertise and ideas, and risk orientation. Such a working climate facilitates employee communication, knowledge sharing, and creative outputs (Ghosh, 2015). An innovative climate is an environment where employees' ideas are valued and which fosters the development of both employees and the organisation (Diesel & Scheepers, 2019). An innovative climate is defined as the shared perceptions of organisational members concerning the practices, procedures, and behaviours that promote the generation, introduction, and realisation of new ideas. As the primary catalyst of change and innovation, the practices, procedures, and behaviours in question involve learning new information from within or outside the organisation, changing traditional ways of doing business, and encouraging new ideas by supporting them (Van der Vegt et al., 2005). The important characteristics of an innovative climate are granting employees freedom of movement, supporting creative ideas, and sharing knowledge (Bylok et al., 2019).

According to Scott and Bruce (1994), the innovative climate is the supply of support and resources for innovation. To create and sustain an innovative climate, it is necessary to support innovation, eliminate organisational barriers to innovation, and provide sufficient resources.

Supporting Innovation: Supporting innovation means embracing diversity among employees and encouraging them to generate new ideas. Diversity among employees can sometimes lead to conflicts between work groups, reducing work efficiency. However, if employees show tolerance of diversity, they may become more open to novel ideas. This is an important factor in promoting organisational innovation. (Chan et al., 2014).

Preventing Innovation: In addition to understanding the importance of innovation, it is also necessary to examine how innovation can be facilitated in organisations and which elements may hinder it (Somech & Drach-Zahavy, 2013). Amabile (1988) lists the environmental characteristics that prevent creativity in organisations as follows: various negative organisational characteristics, excessive restrictions, organisational indifference, poor project management and managers, inappropriate evaluation, lack of resources, time pressure, excessive emphasis on the status quo, and internal competition. Ahmed (1998) lists the organisational reasons that prevent employees from innovating as follows: "Self-imposed barriers," "Baseless assumptions," "Thinking there is only one right answer," "Not challenging the obvious," "Pressure to conform," "Fear of looking foolish," "It will cost too much," "We've never done things like this," "If it's that good, why hasn't anyone thought of it before?," "Has it been done elsewhere?," "Yes, but...," "It can't be done like this," and "This is impossible." Additionally, it is stated that the organisational structure influences innovation, with organic structures encouraging innovation, while mechanistic structures prevent it (Ahmed, 1998).

Providing Resources: The discovery and implementation of innovative ideas depend on the provision of necessary resources and the encouragement of innovation (Önhon, 2019). The innovative climate of a business should support innovation, be open to new ideas, tolerate differences among organisational members, and allocate personnel, financial resources, and time necessary for innovation (Masry-Herzallah and Da'as, 2020). Resource provision refers to supplying sufficient resources, such as time, materials, human capital, or management support, to encourage employees' creative behaviours (Chan et al., 2014). An innovative climate provides employees with important work resources such as autonomy, socio-emotional support, physical support, additional funding, and work equipment to engage in innovative behaviours. The socio-emotional support and resources provided by the company are vital in helping employees develop the ability to cope with difficult circumstances, thereby fostering resilience and wellbeing in the workplace (Ren and Zhang, 2015).

Knowledge Sharing

Obtaining a competitive advantage requires not only personnel and training systems that ensure the recruitment and retention of employees with specific knowledge, skills, abilities, and competencies, but also strategies to transfer expert knowledge to those who need it (Davoudi & Fartash, 2012). Information sharing is the process by which individuals interact both explicitly and implicitly to generate new knowledge (Van Den Hooff & De Ridder, 2004). Knowledge sharing in organisations involves the transfer of both explicit and tacit knowledge between individuals and teams, through both structured and unstructured mechanisms. Unstructured or tacit knowledge is typically exchanged informally, for instance through interpersonal conversations and collaborative discussions. Structured and explicit knowledge is generally shared through formal channels. The effectiveness of formal knowledge sharing depends on factors such as organisational

size, perceived power structures, and the level of employee autonomy. Communities of Practice can increase both formal and informal knowledge sharing through project and team-based designs (Lee et al., 2020). Knowledge exchange typically involves two main processes: knowledge donation and knowledge collection.

Knowledge donation: Knowledge donation is defined as “the act of transferring one’s own intellectual capital to others” (Van Den Hooff & De Ridder, 2004). Knowledge donation refers to the act of organisational members sharing their knowledge, including work experiences, job skills, ideas, and insights, with other members of the organisation (Lo & Tian, 2020). It is considered an active process in which individuals voluntarily share their expertise with other members of the organisation (Feiz et al., 2019; Kim & Lee, 2013).

Knowledge Collection: Knowledge collection occurs within organisations when employees actively seek information and advice from their colleagues to enhance their intellectual capital (Kim et al., 2013). Knowledge collection requires communication (Nham et al., 2020), convincing individuals to share what they know (Rehman et al., 2017), and active consultation with colleagues. Therefore, similar to knowledge donation, knowledge collection is also an active process (Lin, 2007).

Organisational Commitment

The notion of organisational commitment was first defined by Mowday, Steers, and Porter (1978) as the affective commitment a worker feels towards their organisation (Mowday et al., 1978). Becker (1960) defined commitment due to an employee’s investments in their organisation, which leads to a sense of attachment and dedication. Meyer and Allen (1984) proposed a model that categorised organisational commitment into two dimensions: affective commitment and continuance commitment. This model led to the development of the three-component commitment model, incorporating “normative commitment” as proposed by Weiner and Vardi (1980). Meyer and Allen’s (1991) model remains the most widely recognised framework for organisational commitment and continues to be extensively discussed in contemporary literature (Wasti & Önder, 2003). The dimensions of dedication to the company include affective commitment, which denotes a psychological connection to the organisation; continuance commitment, which is based on the perceived costs associated with leaving; and normative commitment, characterised by a sense of duty to remain with the organisation.

Affective Commitment: Salancik (1979) was one of the first researchers to identify the determinants of the affective commitment development process (Ozag & Duguma, 2004). Mowday et al. (1979) characterised organisational commitment as the emotional attachment an individual feels toward the organisation (Mowday et al., 1978). Allen and Meyer described affective commitment as the employee’s relationship with the organisation, their level of involvement, and the emotional bond they experience toward it. An employee with strong affective commitment remains with the organisation out of genuine desire, driven by emotional attachment and alignment with organisational values and goals (Allen & Meyer, 1996).

Such employees exhibit intrinsic motivation to remain within the organisation (Gormley & Kennerly, 2010). Affective commitment consists of three aspects: the cultivation of emotional allegiance to the organisation, alignment with its ideals and objectives, and the inclination to maintain membership owing to this emotional bond. When an employee’s values align with the organisation’s values, the employee develops an affective orientation towards the organisation. As a result, the employee tends to internalise the organisation’s values and goals (Dhurup et al., 2016).

Continuance Commitment: Continuance commitment was first introduced in the literature through Becker’s (1960) Side-Bet Theory (Shore et al., 2000). According to Meyer and Allen, continuance commitment

is grounded in Becker's (1960) Side-Bet Theory (Meyer et al., 2002) and pertains to the commitment that arises from an employee's recognition of the expenses or repercussions linked to leaving the firm (Allen and Meyer, 1996). Continuance commitment involves the employee's assessment of whether the benefits of staying outweigh those of leaving. These costs may include the potential loss of benefits or the absence of alternative job opportunities (Bahrami et al., 2016).

According to Allen and Meyer (1996), employees with high continuance commitment remain in their positions primarily due to a perceived obligation, often driven by the potential costs of leaving, such as the loss of benefits or job security.

Normative Commitment: Weiner and Vardi (1980) initially introduced Normative Commitment (Wasti, 1999; Wasti and Önder, 2003). Allen and Meyer (1996) defined normative commitment as a commitment based on an employee's sense of obligation to the organisation. The normative component refers to an individual's personal norms (Wasti, 2003). Normative commitment denotes a moral duty to remain inside the group (Amdan et al., 2016), a sense of duty towards the organisation (Bahrami et al., 2016), "the internalisation of norms related to loyalty to organisations" (Messner, 2017), and the belief that it is "the right and moral thing to do," indicating the employee's sense of obligation (Meyer and Allen, 1991).

Employees exhibiting strong normative commitment remain with the business due to a belief in their decision's obligation and moral correctness (Allen and Meyer, 1996).

Study

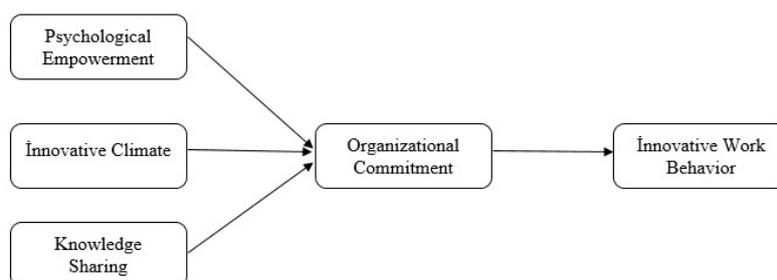
Aim and Study Model

This study investigated the mediating role of organisational commitment in the effect of psychological empowerment, innovative climate, and knowledge sharing on innovative work behaviour (IWB). In this regard, the study adopts an explanatory research approach. Explanatory research refers to studies that aim to explain why certain events or phenomena occur (Newman, 2003). It is used to test or develop theories and to predict relationships between variables (Imbeau et al., 2021). Methodologically, the study is quantitative, as data were collected and analysed through surveys. Since the data were gathered within a specific timeframe, the study is also characterised as cross-sectional. In this study, individuals at the micro level are considered the unit of analysis.

A research model was developed to examine the mediating effect of organisational commitment on the relationships among psychological empowerment, innovative climate, and knowledge sharing, and their collective influence on IWB in the ceramics and refractory sector.

The proposed study model is illustrated in [Figure 1](#).

Figure 1
Study Design



The hypotheses put forward within the scope of the study model are as follows:

1H₁: Organisational commitment mediates the impact of psychological empowerment on innovative work behaviour.

2H₁: Organisational commitment mediates the impact of an innovative climate on innovative work behaviour.

3H₁: Organisational commitment mediates the impact of knowledge sharing on innovative work behaviour.

Data collection tools

The study employed a quantitative research technique, with data obtained using questionnaires. The data for the research were gathered from white-collar employees working in the ceramic and refractory industry.

The survey questions were administered to the participants through face-to-face interviews, e-mail, and an internet link.

The survey comprises 69 questions and six sections. The first section includes five questions aimed at identifying the participants' demographic characteristics. The second section includes 12 questions measuring psychological empowerment; the third, 14 questions on innovative climate; the fourth, 10 questions on knowledge sharing; the fifth, 10 questions on innovative work behaviour; and the sixth, 18 questions on organisational commitment. .

Psychological Empowerment Scale: To measure employees' psychological empowerment, the literature was reviewed, and the scale developed by Spreitzer (1995, 1996) was identified as the most frequently used by researchers. Accordingly, the 'Psychological Empowerment Perception' scale, consisting of 12 items and four factors, was used in this study, with its Turkish adaptation conducted by Arslantaş (2007)..

Innovative Climate Scale: The Innovative Climate Scale used in the study is based on the original scale by Siegel and Kaemmerer (1978), further developed by Scott and Bruce (1994), and adapted into Turkish by Sönmez et al. (2017). (2017). It consists of 14 items and three factors.

Knowledge Sharing Scale : The Knowledge Sharing Scale developed by Van den Hooff and De Ridder (2004), consisting of 10 items and two factors, and adapted into Turkish by Ayazlar (2012), was used to measure knowledge sharing.

Innovative Work Behaviour Scale: To measure innovative work behaviour, the scale developed by De Jong and Den Hartog (2010), known as the Innovative Work Behaviour Scale, was employed. The Turkish version of the scale, used in the study conducted by Tekin (2019), consists of 10 items and four factors..

Organisational Commitment Scale: To assess organisational commitment, the Organisational Commitment Scale developed by Meyer and Allen (1991), originally consisting of 24 items and three factors, and later revised by Meyer, Allen, and Smith (1993) to include 18 items and three factors, was used. The Turkish version of the scale, as used in the study conducted by Tekin (2019), was employed in this research.

Sampling and Data Collection

The research population consists of white-collar employees working in ceramic and refractory enterprises in Türkiye that have been certified as R&D and design centres.

According to the Ceramic Industry Report (2020) by the Ministry of Industry and Technology of the Republic of Türkiye, 19 enterprises in the Turkish ceramic industry have received R&D and Design Centre Certifications. Among these enterprises, 16 Ceramic-Refractory enterprises received R&D Centre Certificates. In addition, 6 Ceramic-Refractory enterprises received Design Centre Certification. According to information obtained from HR managers of the enterprises in the study population, there is an average of 4,000 employees.

The sample was selected using a simple random sampling procedure, as it was challenging to contact all the participants who comprised the study population.

The sample size was calculated as 351, based on a 95% confidence level and a 5% margin of error, using standard sampling formulas for a known population size. In the literature, various other approaches are used to calculate the adequate sample size. Guilford (1954) suggested that the sample size should be at least 200, while Hair et al. (2010) recommended a minimum of five participants per item. Accordingly, given that the questionnaire contains 69 items, the required sample size was calculated as 345 participants, based on the rule of five participants per item, which was deemed sufficient. Based on these estimations, a final sample size target of 351 participants was established.

Ethics committee approval and informed consent permissions were obtained before starting the study. The surveys were distributed via face-to-face interviews, e-mail, and an online link to white-collar employees of the sampled enterprises. A total of 578 surveys were conducted in the study, with 7 surveys eliminated owing to incomplete data, resulting in 571 surveys used for analysis. The final sample consisted of 571 white-collar employees working in ceramic and refractory companies certified as R&D and design centres.

Method of Study Analysis

The data collected in the study were analysed using the SPSS and LISREL software packages. The analyses were conducted using significance thresholds of $p = 0.05$ and $p = 0.01$ and primarily aimed to assess the reliability and validity of the measurement instruments used in the study.

The reliability of the instruments was determined using the internal consistency method, based on Cronbach's alpha reliability coefficient. Subsequently, item-total correlations were determined, and the effect of deleting any scale item on the changes in Cronbach's alpha values was examined. To evaluate the validity of the instruments, exploratory factor analyses were implemented. Structural equation models were used to examine the study hypotheses. Normality tests were applied to the data, in accordance with the central limit theorem, which requires a sufficiently large sample size ($n > 30$). Frequency and percentage analyses were conducted to examine the participants' demographic characteristics.

Study Results

Table 1 contains the demographic characteristics of the participants.

Table 1

Demographic characteristics of the participants

Variables	Group	n	%
Year of birth	1946-1964	15	2,63
	1965-1979	103	18,04
	1980-1990	282	49,39
	1991-1999	149	26,09

Variables	Group	n	%
Educational Status	2000 and above	22	3,85
	High school	40	7,01
	Associate Degree	110	19,26
	Undergraduate	338	59,19
	Postgraduate	83	14,54
Position	Manager	130	22,77
	Specialist	158	27,67
	Technical	114	19,96
	Administrative	88	15,41
	Other	81	14,19
Working Times	5 years and below	258	45,18
	6-11 years	171	29,95
	12-17 years	98	17,16
	18-23 years	30	5,25
	24 years and above	14	2,45
	Total	571	100,00%

The majority of the participants were born between 1980 and 1990 (**%49.39; n:282**), graduated with a bachelor's degree (**%59.19; n:338**), worked in specialist positions (**%27.67; n:158**), and had worked in the organisation for 5 years or less (**%45.18; n:258**).

Validity and Reliability:

To assess the reliability and validity of the Psychological Empowerment Scale (PES), item analysis, internal consistency analysis, and exploratory factor analysis were conducted.. The analysis indicated that removing any items from the scale was not required, as the item-total correlations were all above 0.30 (Büyüköztürk, 2009). The internal consistency level of the scale was high (Cronbach's alpha = 0.891). Prior to factor analysis, the required statistical assumptions were reviewed. The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity were conducted to assess the adequacy of the sample size and the suitability of the data for factor analysis (Tabachnick & Fidell, 2014). The KMO value exceeded 0.60, and Bartlett's test of sphericity yielded a statistically significant result ($p < 0.05$), indicating that the sample was adequate for factor analysis and that the data met the assumptions of multivariate normality (Kan & Akbaş, 2005). Factor loadings were examined to determine whether each item should be retained in the scale, with values of 0.45 or higher considered acceptable (Büyüköztürk, 2009). The results indicated that the factor loadings of the scale items were satisfactory, ranging from 0.630 to 0.822. There were no uncertainties regarding these items. The results of the Confirmatory Factor Analysis (CFA) revealed a four-factor structure, which accounted for 72.796% of the total variance. Given the multidimensional nature of the scale, a Varimax orthogonal rotation was applied to determine the most appropriate distribution of items across the factors. As a result of the rotation, the meaning component accounted for 21.947% of the variance, with an eigenvalue of 2.634 and a high reliability coefficient of 0.973. The impact factor explained 16.085% of the variance, with an eigenvalue of 1.930 and a reliability coefficient of 0.752. The autonomy factor accounted for 16.192% of the variance, with an eigenvalue of 1.943 and a reliability coefficient of 0.740. The competence component explained 18.572% of the variance, with an eigenvalue of 2.229 and a reliability coefficient of 0.794.

The reliability and validity of the Innovative Climate Scale were assessed through item analysis, internal consistency measures, and Exploratory Factor Analysis (EFA). The analysis showed that all item-total correlations exceeded the threshold value of 0.30. The overall internal consistency of the scale was found to be good, with a Cronbach's alpha of 0.885. The Kaiser-Meyer-Olkin (KMO) value exceeded 0.60, and Bartlett's test of sphericity was significant ($p < 0.05$), suggesting that the data were suitable for factor analysis. Exploratory factor analysis revealed that the factor loadings ranged from 0.624 to 0.870, indicating satisfactory item correlations without any ambiguity. Confirmatory Factor Analysis (CFA) confirmed a three-factor structure, which accounted for 63.068% of the total variance. Following varimax orthogonal rotation, The innovation support factor explained 24.349% of the variance (eigenvalue = 3.409, Cronbach's alpha = 0.870). The innovation inhibition factor accounted for 23.373% of the variance (eigenvalue = 3.272, Cronbach's alpha = 0.818). The RPF factor explained 15.346% of the variance (eigenvalue = 2.148, Cronbach's alpha = 0.803).

The reliability and validity of the knowledge sharing scale were examined through item analysis, internal consistency levels, and Exploratory Factor Analysis (EFA). The analysis showed that all item-total correlations, excluding self-correlations, exceeded the threshold of 0.30. With a Cronbach's alpha of 0.885, the general internal consistency of the scale was determined to be good. The KMO value was >0.60 , and Bartlett's test of sphericity was significant ($p < 0.05$), indicating that the data were suitable for factor analysis. The factor analysis revealed that the factor loadings of the scale ranged from 0.624 to 0.870, indicating that the factor loadings were sufficient and that there were no issues of ambiguity regarding the items. As a result of CFA, the scale was found to have two factors, which together explained 62.080% of the total variance. Following varimax orthogonal rotation, The Knowledge Donation factor explained 34.857% of the variance (eigenvalue = 3.486, Cronbach's alpha = 0.850). The knowledge collection factor explained 27.223% of the variance with an eigenvalue of 2.722, and its reliability level was high at 0.829.

The reliability and validity of the IWB were examined through item analysis, internal consistency levels, and exploratory factor analysis. The analysis demonstrated that the correlation level between the scale items and all other expressions, except for themselves, was not less than 0.30. With a Cronbach's alpha of 0.885, the general internal consistency of the scale was determined to be good. The KMO value was above 0.60, and Bartlett's test of sphericity yielded a significant result ($p < 0.05$), indicating that the data were appropriate for factor analysis. Exploratory factor analysis revealed that the factor loadings ranged from 0.624 to 0.870, indicating satisfactory item correlations without ambiguity. As a result of CFA, the scale was found to have four factors, which explained 77.134% of the total variance. Following varimax orthogonal rotation, the Idea Generation factor explained 16.905% of the variance (eigenvalue = 1.690, Cronbach's alpha = 0.814). The Idea Implementation factor explained 22.407% of the variance (eigenvalue = 2.241, Cronbach's alpha = 0.820). The Idea Exploration factor explained 16.135% of the variance (eigenvalue = 1.613, Cronbach's alpha = 0.754). The ICP factor explained 21.686% of the variance (eigenvalue = 2.169, Cronbach's alpha = 0.795).

The reliability and validity of the OCS were examined through item analysis, internal consistency levels, and exploratory factor analysis. The analysis showed that all item-total correlations, excluding self-correlations, exceeded the threshold of 0.30. With a Cronbach's alpha of 0.885, the general internal consistency of the scale was determined to be good. The KMO value was above 0.60, and Bartlett's test of sphericity yielded a significant result ($p < 0.05$), indicating that the data were appropriate for factor analysis. Exploratory factor analysis revealed that the factor loadings ranged from 0.624 to 0.870, indicating satisfactory item correlations without ambiguity. As a result of CFA, the scale was found to have four factors, which explained 64.226% of the total variance. Following varimax orthogonal rotation, The Continuance Commitment factor explained

20.614% of the variance (eigenvalue = 3.710, Cronbach's alpha = 0.876). With an eigenvalue of 3.966, the NCF explained 22.034% of the variance and was highly reliable with a Cronbach's alpha of 0.888. The Affective Commitment factor explained 21.678% of the variance (eigenvalue = 3.484, Cronbach's alpha = 0.883).

Calculated were the convergent validity of the measurement using tools applied in the research, CR values of the constructions inside the measuring instruments. Related values: To ensure convergent validity, the CR value must exceed 0.70 (Fornell & Larcker, 1981). Since the CR values for the constructs within the scales exceed the threshold, the measurement tool is considered to have convergent validity.

Table 2

CR Levels of Measurement Tools Used in the Study

Measurement	Factor	CR
Psychological Empowerment	Meaningfulness	0,872
	Competence	0,761
	Choice	0,762
	Sense of Impact	0,819
Innovative Climate	Supporting Innovation	0,880
	Preventing Innovation	0,849
	Providing Resources	0,824
Knowledge Sharing	Knowledge Donation	0,868
	Knowledge Collection	0,845
Innovative Work Behaviour	Idea Exploration	0,818
	Idea Generation	0,835
	Idea Championing	0,757
	Idea Implementation	0,819
Organisational Commitment	Affective Commitment	0,884
	Continuance Commitment	0,894
	Normative Commitment	0,889

The participants' average and standard deviation scores were calculated from the measurement tools, and the participation levels were presented. Additionally, the relationships between the scales were examined.

Table 3

Descriptive Findings on Participants' Participation Level in Study Variables

Measurements	Avg.	S.S
Meaningfulness	4,04	0,80
Competence	3,70	0,82
Choice	3,74	0,81
Sense of Impact	3,93	0,78
Psychological Empowerment	3,85	0,65
Supporting Innovation	3,82	0,84
Preventing Innovation	4,02	0,65
Providing Resources	4,01	0,78

Measurements	Avg.	S.S
Innovative Climate	3,94	0,61
Knowledge Donation	4,00	0,70
Knowledge Collection	3,78	0,80
Knowledge Sharing	3,91	0,62
Idea Exploration	4,07	0,83
Idea Generation	3,71	0,84
Idea Championing	3,83	0,74
Idea Implementation	3,80	0,80
Innovative Work Behaviour	3,83	0,53
Affective Commitment	3,97	0,79
Continuance Commitment	3,83	0,83
Normative Commitment	3,92	0,79
Organisational Commitment	3,91	0,63

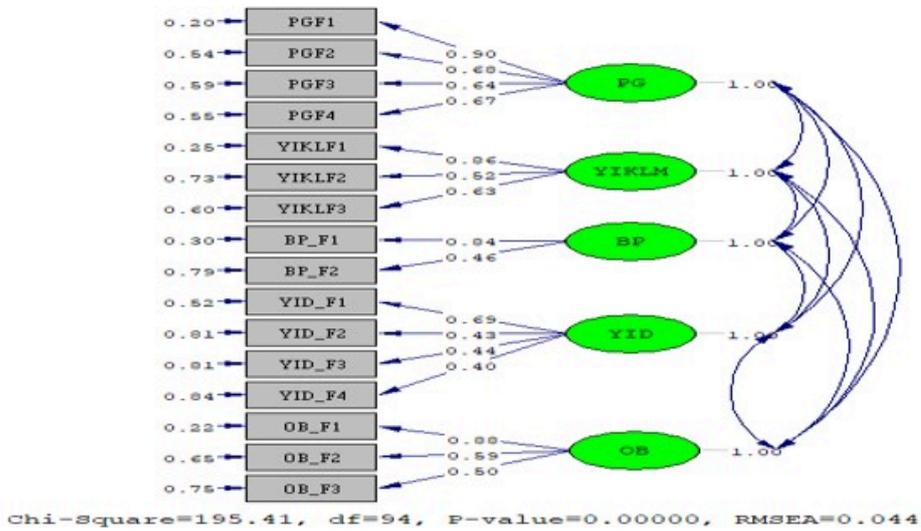
In Likert-type scales, response levels were calculated by dividing the range of possible scores (4 units) by the number of categories (5), yielding an interval width of 0.80. Starting from the baseline score of 1, intervals of 0.80 were added sequentially to determine the corresponding levels for each category. In this case, the ranges for the Likert scale are as follows: The ranges were set as follows: 1.00–1.80 (very low), 1.81–2.60 (low), 2.61–3.40 (medium), 3.41–4.20 (high), and 4.21–5.00 (very high). When calculating the total score of the scale, these intervals can be multiplied by the number of items to determine the corresponding total score ranges (Durmaz, 2020). Table 3 shows that the participants in the study had the following average levels: psychological empowerment level: 3.85 ± 0.65 , indicating a high level. Innovative climate level: 3.94 ± 0.61 , indicating a high level. Knowledge sharing level: 3.91 ± 0.62 , indicating a high level of knowledge sharing. Innovative work behaviour level: 3.83 ± 0.53 , indicating a high level. Organisational commitment level: 3.91 ± 0.63 , indicating a high level. These results indicate that the participants perceived all variables at a high level.

The correlation analysis revealed significant positive relationships between psychological empowerment and all other key variables: innovative climate ($r = 0.559$, $p < 0.01$), knowledge sharing ($r = 0.464$, $p < 0.01$), innovative work behaviour ($r = 0.491$, $p < 0.01$), and organisational commitment ($r = 0.626$, $p < 0.01$). Knowledge sharing was positively and significantly associated with both innovative work behaviour ($r = 0.339$, $p < 0.01$) and organisational commitment ($r = 0.326$, $p < 0.01$). A positive and significant relationship was found between knowledge sharing and innovative work behaviour ($r=0.339$; $p<0.01$) and a positive and significant relationship between knowledge sharing and organisational commitment ($r=0.326$; $p<0.01$) among the participants. A significant positive relationship was found between participants' innovative work behaviour and organisational commitment ($r=0.431$; $p<0.01$).

Results of the Measurement Model

In this section, the measurement model was tested, and the findings of the model test were interpreted. Figure 2 shows the measurement model of the study.

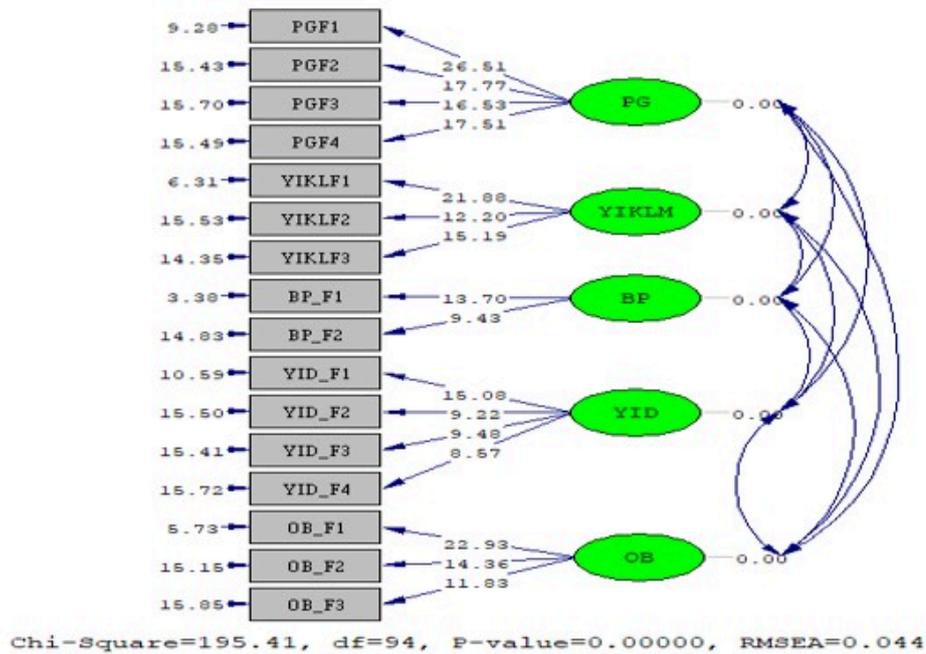
Figure 2
Measurement model of the study



(PG: Psychological Empowerment, YIKLM: Innovative Climate, BP: Knowledge Sharing, YID: Innovative Business Behavior, OB: Organizational Commitment)

The t values of the standardised factor loadings of the measurement model are provided in Figure 3.

Figure 3
T Values of Standardised Loadings of the Measurement Model



(PG: Psychological Empowerment, YIKLM: Innovative Climate, BP: Knowledge Sharing, YID: Innovative Business Behavior, OB: Organizational Commitment)

Figure 2 shows the measurement model of the study, and the t-values are provided in Figure 3. Table 4 presents the fit indices of the measurement model.

Table 4

Fit Indices of the Measurement Model

Fit Index	Good Fit	Acceptable Fit	Value	Comment
χ^2			195.41	
sd			94	
χ^2/sd	$0 < \chi^2 < 2$	$2 < \chi^2 < 5$	2.079	Good
CFI	$0.95 < CFI < 1$	$0.90 < CFI < 0.95$	0,98	Good
GFI	$0.95 < GFI < 1$	$0.90 < GFI < 0.95$	0,96	Good
NFI	$0.95 < NFI < 1$	$0.90 < NFI < 0.95$	0,98	Good
RMSEA	$0 < RMSEA < 0.05$	$0.05 < RMSEA < 1$	0,044	Good
SRMR	$0 < SRMR < 0.05$	$0.05 < SRMR < 1$	0,038	Good

Upon reviewing the goodness-of-fit indices in Table 4, the χ^2/sd value is 2.079, indicating an excellent fit. Other fit indices also demonstrate an excellent level of goodness-of-fit.

As shown in Figure 3, all factor loadings in the measurement model are statistically significant ($t > 2.58$). Furthermore, both observed and latent variables demonstrate acceptable levels of reliability.

Testing the Structural Model

This section presents the results of analyses conducted using Structural Equation Modeling (SEM) and their interpretation. Table 5 shows the fit indices related to the structural model.

Table 5

Fit Indices for the Structural Model

Fit Index	Good Fit	Acceptable Fit	Value	Comment
χ^2			295.97	
sd			94	
χ^2/sd	$0 < \chi^2 < 2$	$2 < \chi^2 < 5$	3.148	Acceptable
CFI	$0.95 < CFI < 1$	$0.90 < CFI < 0.95$	0,97	Good
GFI	$0.95 < GFI < 1$	$0.90 < GFI < 0.95$	0,84	Good
NFI	$0.95 < NFI < 1$	$0.90 < NFI < 0.95$	0,96	Good
RMSEA	$0 < RMSEA < 0.05$	$0.05 < RMSEA < 1$	0,059	Acceptable
SRMR	$0 < SRMR < 0.05$	$0.05 < SRMR < 1$	0,075	Acceptable

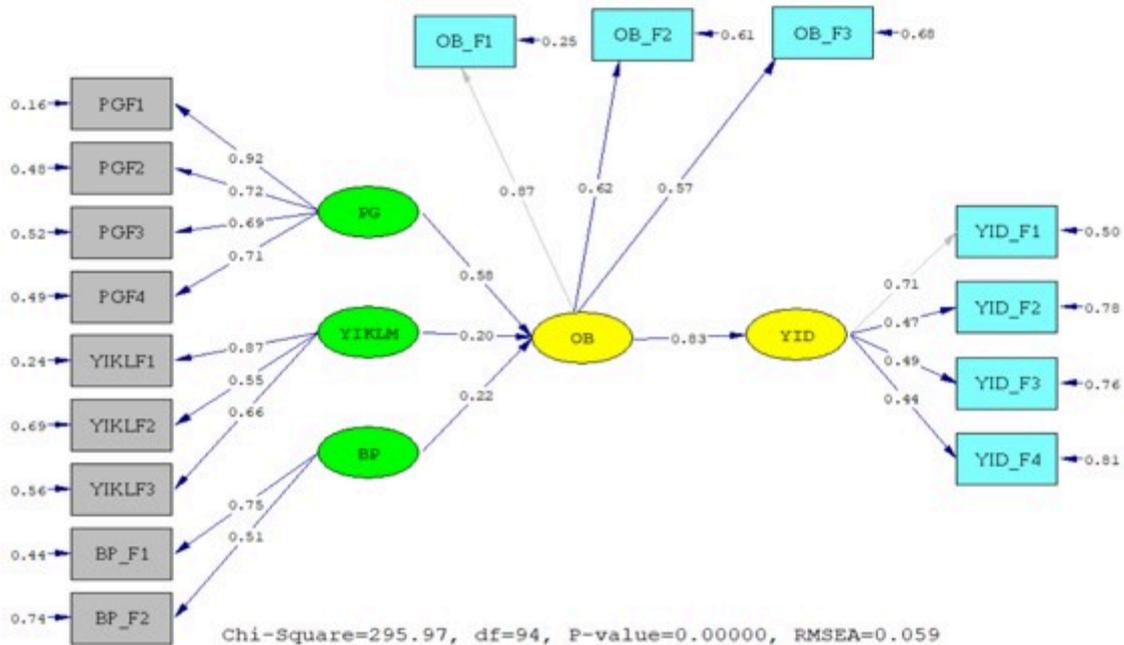
As shown in Table 5, the χ^2/df ratio of 3.148 indicates an acceptable model fit, whereas the CFI, GFI, and NFI values indicate an excellent fit. Additionally, the SRMR and RMSEA values show an acceptable fit. All values in the model exhibit an acceptable fit.

Analysis of the Structural Model

The standardised analysis values of the structural model are shown in Figure 4.

Figure 4

Standardised Analysis Values of the Structural Model



(PG: Psychological Empowerment, YIKLM: Innovative Climate, BP: Knowledge Sharing, YID: Innovative Business Behavior, OB: Organizational Commitment)

As a result of the structural analysis, by way of commitment to organisation, psychological empowerment has an indirect influence on IWB with a standard error of 0.08. This indirect effect is statistically significant ($t=12.33$, $p<0.01$). This outcome supports the study's first hypothesis, 1H₁, showing that organisational commitment mediates the influence of psychological empowerment on IWB.

Innovative work environment (IWE) has an indirect effect on innovative work behaviour through organisational commitment, with a coefficient of 0.17 (standard error = 0.03). This indirect effect is statistically significant ($t=5.21$, $p<0.01$). This finding indicates that organisational commitment mediates the relationship between innovative climate and innovative work behaviour, supporting the study's second hypothesis (2H₁).

The indirect effect of knowledge sharing on innovative work behaviour through organisational commitment is 0.18, with a standard error of 0.03. This indirect effect is statistically significant ($t=5.80$, $p<0.01$). This outcome demonstrates that organisational commitment mediates the relationship between knowledge sharing and IWB, corroborating the study's third hypothesis, 3H₁.

The results of the model test show that psychological empowerment, innovative climate, and knowledge sharing together account for 42.48% of the variance in organisational commitment. In turn, organisational commitment explains 68.89% of the variance in innovative work behaviour.

Conclusion

Significant results have emerged in the study for both theorists and practitioners. The findings indicate that organisational commitment mediates the effect of psychological empowerment on innovative work behaviour. While it is generally expected that psychological empowerment from top management will lead employees to invest greater energy and effort into developing and implementing innovative ideas to enhance organisational performance, the findings suggest an additional mechanism. Employees' sense of loyalty and responsibility toward the organisation, along with their intention to remain, appears to play a decisive role in translating empowerment into innovative effort. More specifically, when employees perceive their work as meaningful, feel competent in performing their tasks, have autonomy, and believe they can influence their job and environment, they are more likely to engage in the processes of exploring, generating, championing, and implementing innovative ideas. However, even when employees are empowered by upper management, a low level of organisational commitment may reduce their willingness to engage in the generation and implementation of innovative ideas. Conversely, when organisational commitment is high, empowered employees are more likely to invest effort in generating and implementing innovative ideas. When studies related to the topic in the literature are examined, similar results can be observed. Tekin (2019) examined the mediating role of organisational commitment in the effect of psychological empowerment on innovative work behaviour in a study conducted with white-collar employees of automotive companies. The study indicated that psychological empowerment positively and significantly influences IWB, with organisational commitment serving as a partial mediator in this relationship. Çekmecelioğlu and Eren (2007) examined the correlations among psychological empowerment, dedication to organisation, and IB in a separate research. The study sample consisted of faculty members, and the results indicated that the dimensions of psychological empowerment—meaningfulness, competence, competence, and sense of impact—had a positive and significant effect on creative behaviour. The characteristics of psychological empowerment favourably influence organisational commitment, which in turn significantly affects IB. The findings regarding the mediating role of organisational commitment in the effect of psychological empowerment support those reported in previous studies conducted with different sample groups. Additional studies have consistently shown that psychological empowerment positively affects organisational commitment (Knol & Van Linge, 2009; Demirel, 2023; Singh & Sarkar, 2012). Moreover, organisational commitment has been found to positively influence innovative work behaviour (Tekin & Akgemci, 2019; Battistelli et al., 2019; Siregar et al., 2021). The findings of this study align with those reported in previous research and are consistent with the existing literature. The second major finding indicates that organisational commitment mediates the relationship between an innovative organisational climate and innovative work behaviour. In organisations where new ideas, techniques, and processes are actively supported, employees are more likely to engage in exploring, generating, championing, and implementing innovative ideas. However, even within an organisational culture that supports innovation and diversity, the emergence of new and creative ideas largely depends on employees' commitment to the organisation. In other words, if employees' sense of belonging, responsibility, and intention to remain within the organisation declines, their motivation to develop innovative ideas may be significantly weakened—even in a supportive and innovation-oriented organisational culture. To achieve the intended outcomes, it is essential for the organisation to be open to innovation, to allocate physical and financial resources to support emerging ideas, and to foster higher levels of employee commitment. Otherwise, developing innovative business ideas in a work environment where innovations and differences are hindered and criticised, as one would expect, is unlikely. To date, no study has specifically examined the mediating role of organisational commitment in the relationship between an innovative



climate and innovative work behaviour. In this context, the examined relationship among the three variables contributes uniquely to the existing literature. Ulfa (2022) explored the mediating role of organisational commitment in the effects of transformational leadership, organisational trust, and organisational climate on innovative work behaviour. Although organisational climate was not directly addressed as innovative climate in this study, it was considered an important factor that either supports or hinders IWB within the study's context. Accordingly, the theoretical framework highlights the necessity of an organisational climate that supports innovative work behaviour. The study demonstrated that organisational commitment mediates the relationship between organisational climate and innovative work behaviour. Bhanugopan, Van Der Heijden, and Farrell (2017) examined the mediating role of innovative work behaviour in the relationship between an innovative organisational climate and organisational performance among managerial employees. This study found that an innovative organisational climate favourably affects innovative work behaviour. Other studies have demonstrated the beneficial impact of an innovative organisational climate on innovative work behaviour (Önhon, 2019; Kheng and Mahmood, 2013; Nilasari et al., 2023). Studies have also shown that an innovative organisational atmosphere has a positive effect on organisational dedication are also present in the literature (Pa'wan and Omar, 2018; Aksoy and Yıldız, 2015; Demircioğlu, 2023). When reviewing the studies in the literature, the same findings emerged in this study, demonstrating consistency with the existing literature. According to the third finding of the study, organisational commitment was found to mediate the impact of knowledge sharing on IWB. If knowledge sharing occurs and continues among employees, new and creative ideas are expected to be developed and implemented within the organisation. Knowledge sharing among employees plays a crucial role not only in the creation and execution of innovative business ideas but also in fostering their commitment to the organisation. More explicitly, as the actions of knowledge donation and knowledge collection among employees increase, it is expected that employees will take a more active role in the processes of exploration, generation, championing, and execution of new and creative ideas. However, even if knowledge sharing among employees is high, a decline in their commitment to the organisation may reduce their motivation and willingness to engage in generating and implementing new and creative ideas. Therefore, for the ongoing knowledge sharing among employees to be effective in the process of emergence of innovative business ideas, employees must possess an intense dedication to the firm. Battistelli et al. (2019) identified work-based learning, hard tasks, and dedication to organisation as elements that elucidate the association between knowledge sharing and IWB. The study sample comprised military personnel, and it was determined that knowledge sharing, through interactive learning and organisational commitment, has a positive indirect effect on IWB. Moon (2005) examined the relationships between knowledge sharing, organisational commitment, and innovative work behaviour in clinical nurses. The study demonstrated a favourable correlation between information sharing and both dedication to the organisation and innovative behaviour. The findings of this study regarding the mediating role of organisational commitment in the relationship between knowledge sharing and IWB are consistent with those of previous studies conducted on different sample groups. When examining other studies in the literature, it is observed that knowledge sharing has a favourable impact on organisational commitment (Curado and Vieira, 2019; Lakshman et al., 2022) and a positive effect on IWB (Akram et al., 2018; Akram et al., 2020; Akhavan et al., 2015). These results align with the existing literature, confirming the consistency of the findings.

The results of the hypothesis testing in this study are largely in line with previous research findings. Although the sample groups in this study differ from those in the literature, similar results indicate that the relationships between the variables are robust. This study employed SEM to examine the connections



between the variables, distinguishing it from other work. Considering the interactions between the variables, the results can maintain their validity even in different sample groups.

This study was conducted at the individual level. Future research may investigate changes in IWB at the organisational level, using control variables such as organisational size and organisational age, as well as examining the impacts of other relevant variables. Approaching IWB with a more technology-oriented perspective may provide additional explanatory power. For instance, relationships with digital self-efficacy and techno-stress may yield more diverse and distinct findings. In addition, variables such as job characteristics, leader-member exchange, management style, personality traits, perceived social support, and achievement motivation are closely related to the work environment and management practices. Incorporating these variables may offer dynamic perspectives on the relationship between innovative work behaviour and organisational commitment.

The ceramic and refractory sector represents an important business field where innovative applications are rapidly implemented. In this sector, where innovative developments are critical, generating new knowledge and sustaining knowledge-based activities are essential. Employees must possess high levels of creativity and innovative thinking skills in performing their tasks to develop new knowledge. Managers should provide employees with both tangible and intangible resources, offer autonomy, and actively encourage innovative behaviours. Creating an innovative climate within organisations necessitates implementing appropriate understanding and policies. Managers can enhance employees' commitment levels by utilising contemporary HR practices, managerial support, resource provision, and new job task creation.



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