



THE EFFECT OF ORGANIZATIONAL CULTURE ON INNOVATIVE WORK BEHAVIOR:  
THE MEDIATOR ROLE OF TRUST IN MANAGERS

ÖRGÜT KÜLTÜRÜNÜN YENİLİKÇİ İŞ DAVRANIŞINA ETKİSİ: YÖNETİCİYE GÜVENİN  
ARACI ROLÜ

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Abstract

This study was carried out to determine the mediator role of trust in the manager in the influence of organizational culture on innovative work behavior. In line with the purpose of the study, a field study was carried out on the employees of the port operations. In the field research, the data set of 280 people obtained by the survey method was subjected to analysis. As a result of the analyzes carried out with the structural equation modeling and resampling method, it has been discovered that organizational culture increases innovative work behavior. In addition, it has been concluded that trust in the manager has a partial mediator role in the effect of organizational culture on innovative work behavior. These results indicate that port workers have the potential to exhibit innovative work behavior, that organizational culture has a direct effect on innovation from a holistic perspective, and that trust in the manager has a critical importance in this effect.

**Keywords:** *Organizational Culture, Innovative Work Behaviour, Port Businesses, Mediation Effect.*

Öz

Bu çalışma, örgüt kültürünün yenilikçi iş davranışı üzerindeki etkisinde yöneticiye güvenin aracı rolünü belirlemek amacıyla gerçekleştirilmiştir. Çalışma amacı doğrultusunda liman işletmeleri çalışanları üzerinde bir alan araştırması gerçekleştirilmiştir. Alan araştırmasında anket yöntemi ile elde edilen 280 kişilik veri seti analize tabi tutulmuştur. Yapısal eşitlik modeli ve yeniden örnekleme yöntemiyle gerçekleştirilen analizler sonucunda örgüt kültürünün yenilikçi iş davranışını artırdığı bulgulanmıştır. Ayrıca örgüt kültürünün yenilikçi iş davranışı üzerindeki etkisinde yöneticiye güvenin kısmi aracı role sahip olduğu sonucuna ulaşılmıştır. Elde edilen bu sonuçlar, liman çalışanların yenilikçi iş davranışı sergileme potansiyelinin olduğunu, örgüt kültürünün bütünsel bakış açısıyla yenilikçilik üzerinde doğrudan etkisinin bulunduğunu ve bu etkide yöneticiye güvenin kritik öneme sahip olduğunu ifade etmektedir.

**Anahtar Kelimeler:** *Örgüt Kültürü, Yenilikçi Çalışma Davranışı, Liman İşletmeleri, Aracılık Etkisi.*

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## GENİŞLETİLMİŞ ÖZET

### Çalışmanın Amacı

Bu araştırmada liman çalışanlarındaki örgüt kültürünün yenilikçi iş davranışı üzerindeki etkisinin açıklanması ve söz konusu etkide yöneticiye güvenin aracı rolünün belirlenmesi amaçlanmıştır.

### Araştırma Soruları

İlgili literatürdeki araştırmaların birçoğunda ÖK'nün klan, adhokrasi, pazar ve hiyerarşi tiplerini açıkladığı görülmektedir. Bu noktada, ÖK tiplerinin tek bir boyut olarak kümülatif bir yaklaşımla ele alınmasının önem taşıdığı düşünülmektedir. Diğer bir deyişle, örgütsel yapı içerisinde yer alan klan, adhokrasi, pazar ve hiyerarşi örgüt tiplerinin hangisinin yenilikçilik üzerinde doğrudan etkili olduğunun belirlenmesinin yanı sıra, örgüt kültürünün bütünsel bakış açısıyla incelenmesi önem taşımaktadır.

### Literatür Araştırması

Örgütsel kontrol teorisi örgüt kültürü ve yenilikçi iş davranışı arasındaki ilişkinin açıklanabilmesinde başvurulabilecek yaklaşımlardan biridir (Ouchi, 1979). Örgütsel kontrol teorisi, örgüt çalışanlarının davranışlarıyla örgütsel faaliyetlerin uyumlu olmasını gerektirir. Diğer bir deyişle, örgüt kültürü ile örgütsel faaliyetlerin eşgüdümünün sağlanmasına dikkat çekmektedir (Jaworski vd., 1993; Kirsch vd., 2010). Örgüt çalışanları arasında eşgüdüm sağlanmadığında örgütlenememe sorunu ortaya çıkmaktadır. Ouchi (1980)'ye göre örgütlenememe sorunu, kısmen uyumlu amaçları paylaşan örgüt üyeleri arasındaki işbirliği sorunudur. Örgüt üyeleri bir çıktı ürettiğinde, bu çıktıdan kaynaklanan ödüllerin, eşit olarak dağıtılacağını varsayar. Eğer ödüller adil dağıtılmazsa, düşük güven algısının oluşması muhtemeldir. Cook ve Wall (1980)'a göre güven, kişinin diğer insanların sergilemiş olduğu tutum ve davranışlarda ne kadar iyi niyetli olduğunu gösteren bir unsurdur. Gemson (1968) ise göre kişinin örgüte karşı uyumunu sağlayan iki farklı yaklaşım öne sürmektedir. Bunlardan ilki kişinin karar sürecini etkileyen etkinlik duygusudur. İkincisi ise, karar verici kişinin uygun çıktılar üreteceği inancıdır. Bu sebeple örgütlerde güven kritik rol oynamaktadır (Driscoll, 1978). Nitekim yeniliklerin başarılı olup olmayacağını belirlenmesi ve ÖK'nün yapısı doğrudan güven iklimine bağlıdır (Hoffman vd., 1998).

### Yöntem

Araştırma verilerinin toplanmasında anket yöntemi tercih edilmiştir. Anket formu oluşturulurken örgüt kültürü ölçeği, yenilikçi iş davranışı ölçeği ve yöneticiye güven ölçeğinden faydalanılmıştır. Her üç ölçekte yer alan her bir madde orijinal formlarında olduğu gibi "(1) Kesinlikle Katılmıyorum, (2) Katılmıyorum, (3) Kararsızım, (4) Katılıyorum ve (5) Kesinlikle Katılıyorum" şeklinde kodlanmıştır. Oluşturulan anket formunun son kısmında ise, araştırmaya katılım gösteren çalışanların demografik bilgileri yer almaktadır. Alan araştırması kapsamında elde edilen veri seti çeşitli analizlere tâbi tutulmuştur. İlk olarak, çoklu bağlantı probleminin olup olmadığının belirlenmesi amacıyla Tolerance ve VIF değerleri incelenmiştir. Ardından değişkenler arası ilişkilerin belirlenmesi amacıyla Anderson ve Gerbing (1988) tarafından önerilen iki aşamalı ölçüm modeli uygulanmıştır.

Ölçüm modelinin ilk aşamasında, araştırmada kullanılan ölçekler ile araştırma modeli arasındaki uyumun belirlenmesi için ikinci düzey doğrulayıcı faktör analizi uygulanmıştır. Ayrıca model uyum iyiliği değerleri incelenerek, yapı ve ayrışım geçerliliğine yönelik analizler gerçekleştirilmiştir. İkinci aşamasında ise, araştırma değişkenlerinin yapısal ilişkilerini test etmek amacıyla yol analizleri gerçekleştirilmiştir.

### **Sonuç ve Değerlendirme**

Araştırma amacı doğrultusunda ilişkisel tarama modeli esas alınarak liman çalışanlarından anket verisi elde edilmiştir. Nitekim, ilişkisel tarama modeli, her bir araştırma değişkenine yönelik ilişkilerin belirlenmesi için derinlemesine analiz imkânı sunmaktadır. Elde edilen anket verileri üzerinde temel istatistik analizler vasıtasıyla demografik bulgular elde edilmiştir. Araştırma modeline yönelik olarak üretilen hipotezlerin test edilmesi ise, yapısal eşitlik model analizi vasıtasıyla gerçekleştirilmiştir.

## **1. INTRODUCTION**

Innovation is a set of activities that involve acquiring, transferring, and use of knowledge (Abernathy & Clark, 1985). In other words, innovation is a comprehensive situation that includes a series of activities and phenomena such as technology and product leadership, leadership and culture from the operational activities of the organization (Reilly & DiAngelo, 1990). Employees can be innovative by generating new methods, new procedures and ideas to do their jobs (Prieto & Pérez-Santana, 2014). On the other hand, the most important factor that supports or hinders innovation in an organization is culture (Baety & Rojuaniah, 2022). Culture refers to the transmission of meaning patterns that people express verbally or in writing within a historical chronology (Terzi, 2005). In other words, culture deals with the development of the historical past of human communities, production forms and interpersonal relations, which covers everything related to culture, people and their environment (Berberoğlu, 1990). In interpersonal relations, culture also manifests itself in verbal or written behaviors. For this reason, culture is not only a feature of individuals but also an organization (Hofstede, 1998). Based on this, it can be stated that organizational culture is one of the most important factors that enable an organization to gain superiority over its competitors and gain sustainability in the sector it is in (Schimmoeller, 2010). Organizational culture (OC) assumes a role that provides an identity formation in the members of the organization, contributes to the members' commitment to their organizations and makes the organization different from the others (Aydoğan, 2004). In other words, the attitudes and behaviors that distinguish people inside and outside the organization form OC (Hofstede, 1991). OC can encourage or hinder innovation in organizations (Büschgens et al., 2013; Martins & Terblanche, 2003). Therefore, OC also plays a key role for innovation success (Hofstede, 1998). Thus, the culture of an organization can be a contributing factor in expanding the creativity and innovation in the organization.

While creativity is described as creating new knowledge or doing something for the first time anywhere (Woodman et al., 1993), innovation also includes the adoption of processes or products developed and applied outside the organization (Scott & Bruce, 1994). As a matter of fact, creative behavior can be considered as a kind of innovative behavior, because innovative behavior includes not only generating new ideas, but also implementing them (Woodman et al., 1993). Studies have identified employees as important sources of innovation and highlighted the importance of innovative work behaviors (IWB) (Prieto & Pérez-Santana, 2014). IWB is not only the generation of a new idea, but also a set of behaviors required to implement ideas that will increase personal or organizational performance and to achieve improvements (De Jong & Den Hartog, 2008). Scott and Bruce (1994) define IWB as a complex behavior consisting of generating, introducing or implementing new suitable ideas, processes and solutions (Scott & Bruce, 1994). IWB covers the exploration of opportunities and the discovery of a new idea. The emergence of a new idea begins with the recognition of the problem and the generation of adopted ideas or solutions. Then, individuals seek organizational support for an idea and try to realize

and implement it (Scott & Bruce, 1994). In order for the employees in an organization to exhibit IWB, some stages must have taken place. These are, respectively, the discovery of the idea/opportunity, the creation of the opportunity, the development of the idea, the implementation of the idea, the presentation of the idea, the realization of the idea, and innovative business behavior (Abernathy & Clark, 1985; De Jong & Den Hartog, 2008).

It can be stated that the climate of trust in the organizations has a critical importance in the development of the IWB in an organization, as well as the effect of the OC. As a matter of fact, a climate of trust is very important to keep people with different life experiences together and to act in line with organizational goals (Mayer et al., 1995). Confidence may arise from a personality predisposition or characteristic, as well as from the evaluation of the current situation (Driscoll, 1978). People by nature want to live in a comfortable environment. In order for a person to live in such an environment, it is necessary to establish a climate of trust between people. Therefore, the element of trust constitutes an indispensable part of human life (Yilmaz & Sünbül, 2009). Despite its importance, however, the issue of how trust develops and functions has received little systematic theoretical attention (McAllister, 1995).

However, the concept of trust in the manager, which is evaluated within the scope of interpersonal trust in the organizational structure, is shaped in line with the justice and ethical attitudes of the managers (Koç & Yazicioğlu, 2011). Studies conducted in this context reflect the importance of interpersonal trust relationships in order to maintain individual and organizational effectiveness (McAllister, 1995). Therefore, it can be stated that the survival of organizations and their competitive advantage depend on the innovation and creativity skills of middle-level managers (Dutton et al., 1997). In other words, it is known that IWBs will not be exhibited in an OC where a climate of trust is not provided, innovation will be perceived as a responsibility and a behavior, and employees will avoid innovation (Zhang et al., 2008). This situation can also be explained by organizational control theory.

Organizational control theory is one of the approaches that can be used to explain the relationship between organizational culture and innovative business behavior (Ouchi, 1979). Organizational control theory suggests that the behavior of organizational employees and organizational activities should be compatible. In other words, it draws attention to the coordination of organizational culture and organizational activities (Jaworski et al., 1993; Kirsch et al., 2010). When there is no coordination among the employees of the organization, the disorganisation problem arises. According to Ouchi (1980), the problem of disorganization is partly a problem of cooperation between members of the organization who share compatible goals. It assumes that when the members of the organization produce an output, the rewards resulting from that output will be distributed equally. If rewards are not distributed fairly, a perception of low trust is likely to occur. According to Cook and Wall (1980), trust is an element that shows how well-intentioned a person is in the attitudes and behaviors of other people.

Gemson (1968), on the other hand, proposes two different approaches that enable the individual to adapt to the organization. The first of these is the sense of effectiveness that affects the decision process of the person. The second is the decision maker's belief that it will produce appropriate outputs. For this reason, trust plays a critical role in organizations (Driscoll, 1978, p. 44). As a matter of fact, determining whether innovations will be successful and the structure of OC directly depend on the climate of trust (Hoffman et al., 1998). When the studies in the related literature are examined, it is seen that OC has a positive effect on IWB. For example, in a study conducted by Şenol (2022), it was concluded that OC increases IWB. As a result of another study conducted by Aydın and Çilesiz (2022), a positive and significant relationship was found between organizational climate and IWB. As a result of another research conducted on various service sector employees in Istanbul, it was concluded that the trust in the organization and the leader has a positive and significant effect on the IWB (Küçük & Günaydın, 2021).

In most of the researchers in the related literature, it is seen that OC explains the types of clan, adhocracy, market and hierarchy. At this point, it is thought that it is important to consider the OC types as a single dimension with a cumulative approach. In other words, in addition to determining which clan, adhocracy, market and hierarchy organization types in the organizational structure have a direct impact on innovation, it is important to examine the organizational culture from a holistic point of view. In line with this importance, it was deemed appropriate to use the Organizational Culture Assessment Instrument (OCAI) (Cameron & Quinn, 2011). Thanks to OCAI, organizational culture has been evaluated as a single dimension. This situation provides the opportunity to explain the organizational culture of the port operations, which constitute the research sample, in a single dimension. Based on the organizational culture inventory developed by Cameron and Quin (2011), the organizational culture in the port operations will evolve the existence of the culture into an average, regardless of its direction. Thus, as a result of the answers given to all the items in the scale, the effect of the organizational culture variable on the innovative business behavior of the structure on a single dimension is explained from an holistic perspective. This point of view points to the original scope of the research.

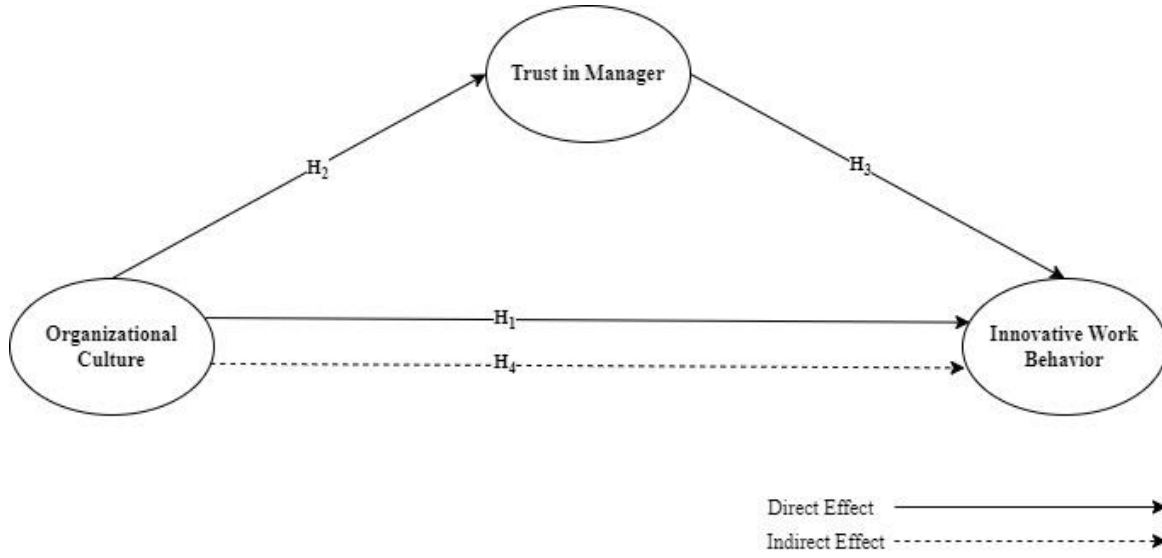
## **2. RESEARCH**

### **2.1. Purpose and Limitations of the Research**

This research is designed to determine the role of TM in the impact of the OC of port employees on IWB. The research model in Figure 1 was created in order to facilitate the analysis of the data within the framework of the research design and to make the interpretation of the findings obtained as a result of the related analyzes transparent.

## 2.2. Research Model and Hypotheses

Figure 1. Research Model



In line with the theoretical and empirical inferences and research model presented in the introduction part of the study, the research hypotheses were formed as follows;

*H<sub>1</sub>: Organizational Culture Has a Positive Effect on Innovative Work Behavior.*

*H<sub>2</sub>: The Effect of Organizational Culture on Innovative Work Behavior Has a Mediator Role of Trust in the Manager.*

## 2.3. Sample and Procedure

The research, in which the quantitative research method was preferred, was carried out in port operations between May and July 2022. The research was carried out in port operations for two reasons. The first of these is the contribution to the related literature as a result of revealing the organizational culture (OC), trust in the manager (TM) and innovative work behavior (IWB) in the port workers. The second is the ease with which researchers can access data. The fact that the port sector operates in a wide geography and the workforce turnover rate is high, it makes difficult to determine the research population and sample. As a matter of fact, it is known that according to 2015 data, 59 out of 179 ports in our country, are members of POAT (Port Operators Association of Turkey). POAT member ports constitute 65% of the total employment (Kocabaylioğlu, 2015).

On the other hand, according to the 2022 data of the Chamber of Shipping for Istanbul and Marmara, Aegean, Mediterranean and Black Sea regions; in 2020, the number of employees in fisheries was 35,540, and in July 2021 the number of employees in ship-yacht building and ship supply industry was 78,569 (TURPOA 2022). These numbers do not indicate a clear population size. For this reason, different views in the relevant literature regarding the determination of the research population and

sample were taken into account. For example, according to Field (2018), it is stated that a sample size of 100 does not have the ability to represent, 300 samples have a sufficient level of representation ability.

Tabachnick and Fidell (2007), on the other hand, argue that the sample size of five times the number of items in the questionnaire is sufficient in terms of its power to represent the population. From this point of view, more data than five times ( $40 \times 5 = 200$ ) the number of items in the questionnaire was collected to determine the research sample ( $n = 280$ ). Convenience and snowball sampling method has been preferred in data collection. Questionnaire forms were obtained from the online environment. While obtaining the questionnaire forms, no incentive was offered to the participants, the participants were informed about the research, and it was stated that the participation was voluntary, and they could withdraw whenever they wanted.

#### **2.4. Method in Research**

In this section, the data collection method and data analysis method used in the research are briefly explained.

#### **2.5. Data Collection Method**

Questionnaire method was preferred in the collection of research data. While creating the questionnaire, organizational culture scale, innovative work behavior scale and trust in the manager scale were used. Each item in all three scales was coded as “(1) Strongly Disagree, (2) Disagree, (3) Undecided, (4) Agree, and (5) Strongly Agree” as in their original forms. In the last part of the questionnaire created, there is the demographic information of the employees participating in the research. The information about the said scales is as follows;

**Organizational Culture Scale (OC):** The Organizational Culture Assessment Inventory (OCAI) developed by Cameron and Quinn (2011) was used. In the said scale; there are six dimensions: dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphases and criteria of success. There are a total of 24 questions, four of which are in each of the six related dimensions. For the purpose of the research, 24 questions were handled as a single dimension. Thus, the answers given to all the items in the scale explain the holistic structure of OC on other variables. There are no reverse coded questions in the scale.

**Trust in Manager Scale (TM):** The TM scale developed by Whitener et al. (1998) and adapted into Turkish by Tokgöz and Seymen (2013). The scale consists of 10 questions and one dimension. There are no reverse coded questions in the scale.

**Innovative Work Behavior Scale (IWB):** Developed by Scott and Bruce (1994) and adapted into Turkish by Akkoç (2012). The validity and reliability of the scale have also been tested in many studies (Çalışkan, 2013; Durmuş, 2019). There are no reverse coded questions in the scale.



## 2.6. Data Analysis Method

The data set obtained within the scope of the field research was subjected to various analyzes. Firstly, Tolerance and VIF values were examined in order to determine whether there is a multicollinearity problem. Then, the two-stage measurement model proposed by Anderson and Gerbing (1988) was applied in order to determine the relations between the variables. In the first stage of the measurement model, second level confirmatory factor analysis was applied to determine the compatibility between the scales used in the study and the research model. In addition, goodness of fit values of the model were examined and analyses for construct and discriminant validity were carried out. In the second stage, path analyses were carried out in order to test the structural relationships of the research variables.

## 3. RESEARCH FINDINGS

In this research, it is aimed to explain the effect of organizational culture on innovative work behavior in port workers and to determine the mediator role of trust in the manager in this effect. In line with the research purpose, survey data were obtained from the port workers based on the relational screening model. As a matter of fact, the relational screening model offers in-depth analysis to determine the relationships for each research variable (McMillan & Schumacher, 2010). Demographic findings were obtained by means of basic statistical analyzes on the survey data obtained. Testing of the hypotheses produced for the research model was carried out through structural equation model analysis. In addition, for the mediation analysis, the Bootstrapping (resampling) method was used and the findings were presented as follows (Hayes, 2018; Preacher et al., 2007; Zhao et al., 2010).

### 3.1. Demographic Findings

Information on the demographic information of the employees participating in the research is given in Table 1.

**Table 1.** Participants Profile

Variables	n=280	f	%	Variables	n=280	f	%
<b>Age</b>	18-23	9	3.2	<b>Gender</b>	Female	31	11.1
	24-29	77	27.5		Male	249	88.9
	30-35	83	29.6	<b>Marital status</b>	Married	217	77.5
	36-41	43	15.4		Single	63	11.5
	42 and over	68	24.3		1-3 Yrs	131	46.8
<b>Position</b>	Employee	210	75.0	<b>Experience duration in the workplace</b>	4-9 Yrs	106	37.9
	Chief	49	17.5		10-15 Yrs	26	9.3
	Manager / Department Manager	21	7.5		16-21 Yrs	10	3.6
	Security	27	9.6		21 Yrs and above	7	2.5
	Operation	115	41.1		1-3 Yrs	92	32.9
<b>Department</b>	Accounting / Finance	9	3.2	<b>Experience duration in the sector</b>	4-9 Yrs	116	41.4
	Technical Activities	14	5.0		10-15 Yrs	32	11.4
	Trading Activities	17	6.1		16-21 Yrs	20	7.1
	Weighbridge and Load Activities	12	.43		21 Yrs and above	20	7.1
	Traffic Control	22	7.9	<b>Education</b>	Elementary school	34	12.1
	Operator	21	7.5		Jr. High school	52	18.6
	HR / Procurement	17	6.1		High School	52	18.6

Marine Activities	4	1.4	Associate	53	18.9
Driver	4	1.4	Undergraduate	77	27.5
Others (Representation, Construction site etc.)	18	6.4	Master	12	4.3

When the values in Table 1 are examined, it is seen that 31 women and 249 men participated in the study. When the findings regarding the ages are examined, it can be stated that the majority of the participants are in the age group of 30 and above (69.3%). In addition, 75% of the employees participating in the research work in the employee position. When the values for the experience period in the workplace and the experience period in the sector are examined, it can be stated that the majority have experience in the range of 1-9 years. Finally, Table 1 shows an average distribution of the education levels of the participants.

### 3.2. Measurement Model

The fact that the VIF values are lower than 10 and the tolerance values are higher than 0.10 indicate that there is no multicollinearity problem. The results of the analysis made in this direction are given in Table 2 (Hair, 2006; Kalaycı, 2010). The results in Table 2 show that there is no multicollinearity problem in the data set (Mertler et al., 2021).

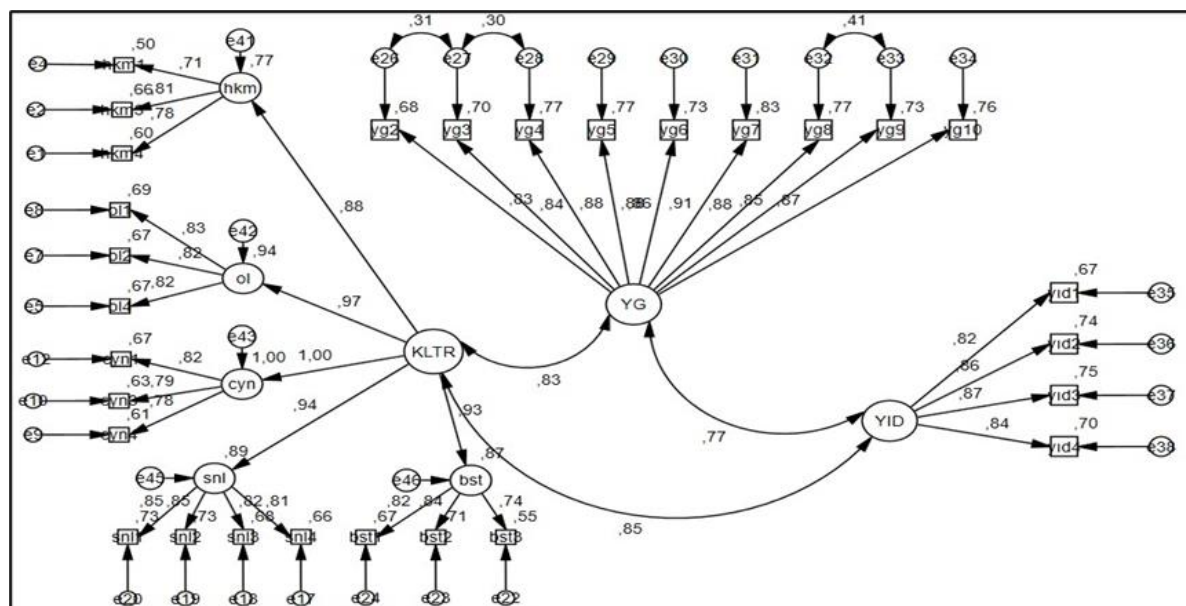
**Table 2.** Collinearity Assessment

Coefficient <sup>a</sup>	Tolerance	VIF
DOM	.323	3.094
ORLEA	.190	5.253
MANEM	.181	5.510
ORUN	.200	5.009
STONL	.244	4.009
SUCCRT	.255	3.917
TM	.356	2.811

a = Dependent Variable; Innovative Work Behavior, VIF = Variance Inflation Factor, DOM = Dominant Characteristics, ORLEA = Organisational Leadership, MANEM = , Managing of Employees, ORUN = Organisational Glue, STONL = Strategic Emphases, SUCCRT = Criteria of Success, TM = Trust in Manager.

Second-level confirmatory factor analysis (CFA), which is the first step of the two-stage approach proposed by Anderson and Gerbing (1988), was performed. The seven-factor structure obtained as a result of the analysis performed is shown in Figure 2.

**Figure 2. Measurement Model**



Dom= Dominant Characteristics, ol = Organizational Leadership, mem=, Managing of Employees, snl= Strategic Emphases, sst= Criteria of Success, CLTR= Organizational Culture, IWB= Innovative Work Behavior TM= Trust in Manager.

The measurement model in Figure 2 shows that the related scale expressions are loaded on latent variables in a statistically significant method and all standardized factor loads of the scale items are above 0.70. In addition, the skewness and kurtosis (Skewness – Kurtosis) values of the normality distribution were examined and it was observed that the skewness and kurtosis values of each expression varied between +1.500 and -1.500. Accordingly, it was found that the data had a normal distribution (Tabachnick & Fidell, 2013). Goodness-of-fit values for the measurement model ( $X^2 = 766.951$ ,  $p < 0.001$ ,  $df = 336$ ,  $\chi^2/df = 2.095$ ,  $CFI = 0.948$ ,  $NFI = 0.905$ ,  $RMSA = 0.063$ ,  $SRMR = 0.034$ ), are among the normal values (Schermelleh-Engel et al., 2003). Relevant values are given in Table 3.

**Table 3. Result of Measurement Model**

Dimension	Items	Std. Fac. Load.	Skewness	Kurtosis
Dominant Characteristics	Question1	0,708	-0,546	-0,819
	Question2	0,813	-0,635	-0,228
	Question3	0,777	-0,642	-0,311
Organisational Leadership	Question4	0,828	-0,667	-0,443
	Question5	0,816	-0,624	-0,368
	Question6	0,819	-0,67	-0,247
Managment of Employees	Question7	0,818	-0,844	-0,021
	Question8	0,793	-0,717	-0,161
	Question9	0,783	-0,767	0,05
Strategic Emphases	Question10	0,852	-0,77	0,029
	Question11	0,854	-0,791	-0,13
	Question12	0,823	-0,886	0,23
	Question13	0,813	-0,905	0,296

<b>Criteria of Success</b>	Question14	0,816	-0,878	0,226
	Question15	0,845	-0,646	-0,23
	Question16	0,741	-0,589	-0,403
<b>Trust in Manager</b>	Question1	0,827	-0,998	0,123
	Question2	0,838	-0,953	0,145
	Question3	0,879	-1,101	0,537
	Question4	0,877	-0,951	0,213
	Question5	0,856	-0,97	0,212
	Question6	0,91	-1,004	0,2
	Question7	0,88	-1,027	0,402
	Question8	0,855	-1,002	0,234
	Question9	0,872	-0,851	0,051
<b>Innovative Work Behavior</b>	Question1	0,819	-1,052	0,721
	Question2	0,86	-0,949	0,286
	Question3	0,869	-0,948	0,393
	Question4	0,836	-0,811	-0,043

In order to determine whether the predictive structures of the scales are supported by the data set, the goodness of fit values of the model were examined with the alternative models strategy. According to the values in Table 4, the three-factor model was found to be in the best goodness of fit ( $X^2 = 766.951$ ,  $p < 0.001$ ,  $df = 366$ ,  $\chi^2/df = 2.09$ ,  $CFI = 0.94$ ,  $NFI = 0.90$ ,  $RMSA = 0.063$ ,  $SRMR = 0.036$ ) (Hair et al., 2010).

**Table 4.** Goodness of Fit Values With Models (n = 280)

Models	$X^2$	$f$	$\chi^2/df$	FI	FI	RMR	MSEA	Model Comparison			
								$X^2$	$df$	( $\Delta X^2$ )	
<b>Eight Faktörlü Model<sup>a</sup></b>	576.160	93	.27	91	85	039	068				
<b>Three Faktörlü Model<sup>b</sup></b>	66.951	66	.09	94	90	034	063	vs. 1	09.209	27	000
<b>Single Faktörlü Model<sup>c</sup></b>	527.313	74	.26	91	86	036	067	vs. 1	60.362	08	000

a = Dominant Characteristics; Organizational Leadership; Managing of Employees; Strategic Emphases; Criteria of Success; Trust in the Manager; Innovative Work Behavior, b = (Dominant Characteristics + Organizational Leadership + Managing of Employees + Strategic Emphases + Criteria of Success); Trust in the Manager; Innovative Work Behavior, c = Dominant Characteristics + Organizational Leadership + Managing of Employees + Strategic Emphases + Criteria of Success + Trust in the Manager + Innovative Work Behavior.

In addition to testing the construct validity and reliability of the scales, construct and discriminant validity were also examined. The fact that the AVE values in Table 5 are greater than 0.50, the CR values are greater than 0.70, and the AVE values are less than the CR values indicate that the factors have construct validity (Bagozzi & Yi, 1988). The fact that the AVE values of the factors are greater than the MSV and ASV values indicate that the discriminant validity of the factors is provided (Fornell & Larcker, 1981). In addition, the correlation coefficients between the variables within the scope of the research are also included in Table 5. It has been found that all dimensions of OC have a

positive and significant relationship between IWB and TM. In addition, it is among the findings that TM has a positive and significant relationship with IWB.

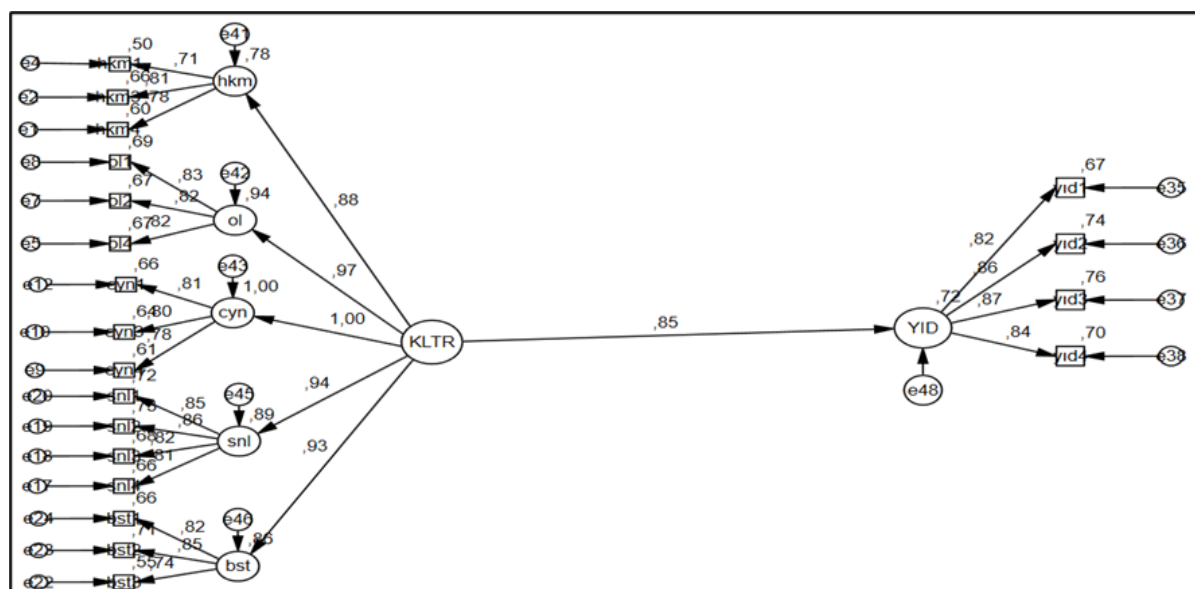
**Table 5.** Result of Convergent Validity and Discriminant Validity

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	$\alpha$	AVE	CR	MSV	ASV
<b>DT</b>	(1)	-						0.79	0.58	0.81	0.56	0.47
<b>OL</b>	(2)	0.75	-					0.86	0.67	0.86	0.70	0.58
<b>CYN</b>	(3)	0.74	0.84	-				0.84	0.67	0.86	0.65	0.57
<b>SNL</b>	(4)	0.70	0.79	0.81	-			0.90	0.70	0.90	0.65	0.58
<b>BST</b>	(5)	0.66	0.74	0.78	0.79	-		0.83	0.64	0.84	0.62	0.54
<b>YG</b>	(6)	0.62	0.73	0.73	0.74	0.72	-	0.96	0.75	0.96	0.54	0.50
<b>YID</b>	(7)	0.65	0.72	0.70	0.76	0.73	0.72	-	0.90	0.71	0.90	0.50

\*\*p<0.05, DT = Dominant Characteristics, OL = Organizational Leadership, MEM = , Managing of Employees, SNL = Strategic Emphases, BST = Criteria of Success, ROI = Trust in the Manager, BID = Innovative Work Behavior.,  $\alpha$  = Cronbach Alpha, AVE = Average Variance Extracted, MSV = Maximum Shared Variance, ASV = Average Shared Variance.

In the second stage of the research analysis, the structural relationships between the research variables were tested. Goodness-of-fit values were taken into account in determining these structural relationships. Considered goodness of fit values; Chi-square ( $\chi^2$ ), degrees of freedom ratio (CMIN/DF), CFI, NFI, SRMR and RMSA. In this context, firstly, the effect of organizational culture on IWB was tested. The effect model in question is shown in Figure 3.

**Figure 3.** The Effect of Organizational Culture on Innovative Work Behavior



Dom = Dominant Characteristics, ol = Organisational Leadership, mem = , Managing of Employees, smr = Strategic Measures, scrt = Criteria of Success, CLTR = Organisational Culture, IWB = Innovative Work Behavior.

When Figure 3 is examined, it is seen that the path drawn between OC and IWB is significant ( $\beta = .85$ ;  $t = 1.01$ ) and the values of fit indices specified in Table 6 are within normal limits. In this regard, the first hypothesis of the research, which was expressed as " $H_1$ : Organizational Culture Has a Positive Effect on Innovative Work Behavior" was accepted. After detecting the direct effect of TM on

IWB, an indirect effect analysis was conducted to measure the mediator role of TM. The analysis in question is given in Figure 4. Goodness of fit values of the model in Figure 4 are within normal limits ( $X^2 = 766.951$ ,  $p < 0.001$ ,  $df = 336$ ,  $\chi^2/df = 2.095$ ,  $CFI = 0.948$ ,  $NFI = 0.905$ ,  $RMSA = 0.063$ ,  $SRMR = 0.034$ ).

**Table 6. Structural Model Fit Indices**

$X^2$	Sd	$X^2/Sd$	CFI	NFI	RMSA	SRMR
390.150	164	2.379	0.950	0.917	0.070	0.033

**Figure 4. Moderator Role Analysis**

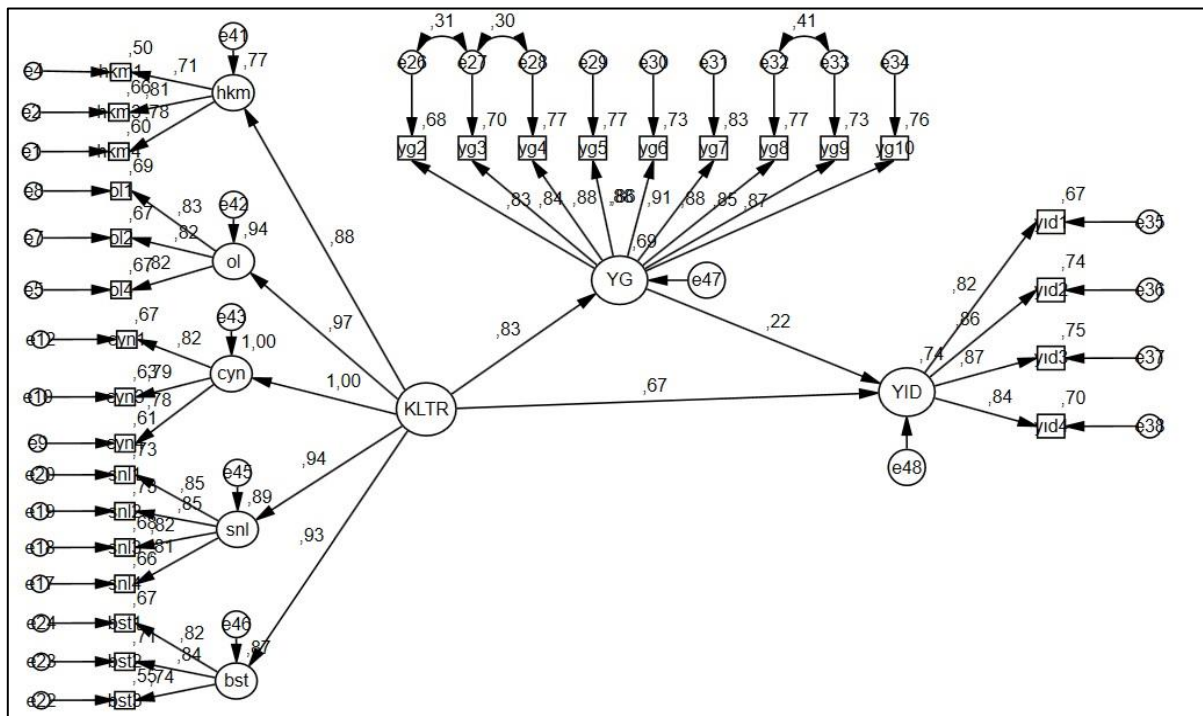


Figure 4 shows the path model in which TM is added as an intermediary variable in the effect of OC on IWB. When TM is included in the model, it is observed that there is a partial decrease in the effect of OC on IWB, but the significance of the said relationship continues. In this respect, it can be stated that TM has a partial intermediary role in the effect of TM on IWB. Bootstrapping (resampling) method was preferred to test the direct and indirect effects of partial mediator role (Hayes, 2018; Preacher et al., 2007; Zhao et al., 2010).

The resampling method offers more reliable results than traditional methods. In the resampling method based on bias corrected and accelerated confidence interval values, the fact that the confidence interval values are 95% and do not contain zero indicates the significance of the mediator variable (Hayes et al., 2017). In the analyzes made in this direction, 95% confidence interval and 5000 resamples

were preferred. The coefficients, standard error rate, significance value and confidence intervals for the direct and indirect effects formed in line with this analysis are given in Table 7.

**Table 7.** Bootstrapping Analysis for Partial Agent-Based Role

n = 280	Trust in Manager					Innovative Work Behavior				
	β	S.H.	P	%95		β	S.H.	P	%95	
				LLCI	ULCI				LLCI	ULCI
<b>Organisational Culture (path c)</b>						1.005	0.088	0.000	0.866	1.164
<b>R<sup>2</sup></b>								0.723		
<b>Organisational Culture (path a)</b>	1.081	0.091	0.000	0.933	1.250					
<b>R<sup>2</sup></b>				0.691						
<b>Organisational Culture (path c')</b>						0.795	0.108	0.000	0.520	1.029
<b>Trust in manager (path b)</b>						0.197	0.069	0.005	0.037	0.425
<b>Indirect Effect</b>						0.213	0.105	0.005	0.041	0.464
<b>R<sup>2</sup></b>								0.737		

When the values in Table 7 are examined, it is seen that all paths are significant and that TM has a partial intermediary effect on the effect of OC in port workers on IWB ( $\beta = 0.213$ ; 95% BCA CI [0.041 - 0.464]). In line with this result, the second hypothesis of the study which was expressed as the following was partially supported; "*H<sub>2</sub>: Trust in the Manager Has a Mediator Role in the Effect of Organizational Culture on Innovative Work Behavior.*" In other words, the findings obtained from the structural equation modeling carried out within the scope of this research indicate that TM has a partial mediator role in the effect of OC on IWB.

#### 4. DISCUSSION

Ports make significant contributions to the cities, countries and economies of these countries (Demirci & Tarhan, 2017). In fact, 85% of the world trade volume belongs to the maritime trade realized through ports. However, limited information can be obtained about the employees due to the intense working conditions in the ports (Ünal & Alkan, 2015). This situation makes it necessary to better explain the organizational culture of the port workers, to determine the subordinate-superior relationship and to determine the possibility of the employees to exhibit innovative behaviors. Based on this requirement, in this study, no organizational culture classification was made. In other words, the adhocracy, clan, hierarchy and market dimensions that make up the organizational culture types are considered as a single organizational structure and evaluated from a holistic perspective. This situation reveals the original structure of the research. Thus, trying to see the direct effect of organizational culture structure on other variables will facilitate a better explanation of organizational culture. As a matter of fact, it is known that organizational culture, which has the ability to change the attitudes, thoughts and perceptions of employees (Tuna, 2021), supports innovation and innovative behavior (De Jong & Den Hartog, 2008). From this point of view, in this study, it is aimed to determine the type, level and direction of the effect of organizational culture on innovative business behavior. In addition, it is aimed to determine the

mediator role of the trust of the employees in their managers in the said effect of organizational culture on innovative work behavior. When the relevant literature is examined for research purposes, many different research results are encountered. For example; Afsar et al., (2020) examined the mediator role of work engagement and interpersonal trust in the effect of cultural intelligence on innovative work behavior. As a result of the research; It has been found that cultural intelligence has a positive effect on work engagement and interpersonal trust, work engagement and interpersonal trust increase innovative work behavior positively, and the positive effect of cultural intelligence on innovative business behavior is realized through work dedication and interpersonal trust. In another study conducted by Çalışkan (2013), the mediator role of employee empowerment in the effect of group culture and hierarchical culture on innovative work behavior was examined. The research was carried out on enterprises operating in the defense industry. As a result of the research, it was found that both types of culture are effective on innovative business behavior, and personnel empowerment has a partial mediator role in this effect. In another study conducted by Yoon and Park (2022), the effect of learning organizational culture on the intention to share knowledge was examined. As a result of the research, it was found that the intention to share information positively affects the organizational culture. In another study conducted on trust in the manager, the relationship between servant leadership, trust in the leader and organizational trust was examined. As a result of the research, a positive and significant relationship was found between the perception of servant leadership and both trust in the leader and trust in the organization (Joseph & Winston, 2005).

Another study on these research variables was conducted by Duan et al., (2022). The research examines the intermediary role of organizational culture in the effect of female leaders' emotional intelligence on high performance leadership. As a result of the research, it has been found that the emotional leadership of female leaders has a positive effect on high performance leadership and organizational culture. In addition, it has been concluded that organizational culture has a mediator role in the effect of emotional intelligence on high performance leadership. In a study conducted by Tuna (2021), the relationship between organizational culture types and individual innovativeness was examined. In the aforementioned research on white and blue collar workers in a cement factory, it was determined that there is a positive and significant relationship between organizational culture types and individual innovativeness. In another study conducted by Afsar et al., (2015), the mediator role of trust in innovation in the effect of person-job fit and person-organization fit on innovative work behavior was examined. As a result of the research, it was found that trust in innovation has a intermediary role in the effect of person-job fit and person-organization fit on innovative work behavior. Finally, in the study conducted by Nazir et al., (2019), the mediator role of perceived organizational support in the effect of organizational justice on affective commitment and innovative behavior was examined. As a result of the research, it was found that perceived organizational support has a mediator role. The aforementioned research results in the relevant literature show that OC is handled typologically, that every employee of



the organization has the potential to exhibit IWB, and that the climate of trust has a critical importance in the relationship in question. Therefore, the findings obtained as a result of this research are also in line with the results of other research in the relevant literature.

The findings obtained as a result of the research can be evaluated in two different categories. The first of these is the direct effect of OC on IWB. In other words, when employees have the appropriate organizational climate, they spontaneously exhibit innovation and innovative behavior. This situation is closely related to the holistic perspective of OC. The explanation of organizational structures such as port enterprises, where it is difficult to determine the organizational culture, contributes directly to the relevant literature. Secondly, the fact that TM has a partial intermediary role in the effect of OC on IWB is also a remarkable finding. Employees want both to work in a positive organizational climate and trust their managers. Innovation, on the other hand, shows itself only in such environments. On the other hand, explaining the cause and effect and the relational context behind the partial mediator effect is a suggestion for further research. Another suggestion offered for subsequent research is the typological examination of organizational culture in difficult organizational structures (port, heavy industry enterprises, mines, etc.). In other words, it is suggested to classify the adhocracy, clan, hierarchy and market dimensions that make up the organizational culture types together. The practical contribution presented within the scope of this research is that managers build their relationships with their subordinates on a climate of trust, and that the trust climate is formed by the adhocracy, clan, hierarchy and market dimensions of the OC. When this situation is achieved, both the level of organizational trust will increase and the organizational culture will develop positively. Therefore, employees will exhibit IWB and will facilitate the organization to achieve its goals and objectives.

## **5. CONCLUSION**

Developments such as intense competition in the business world, differentiating consumer preferences, and easy access to information and markets create innovative pressure on organizations. Against the pressure of innovation, the organization needs to develop creative and innovative reflexes both organizationally and individually. In order for an organization to increase its innovative performance, it is necessary to increase the abilities of employees such as developing ideas, reacting and making changes, and an organizational environment should be created in which they can exhibit these abilities. For this reason, organizations have to form an organizational culture that will facilitate their employees to develop new routines and respond to new demands in order to increase their competitiveness.

In the literature, the contribution of employees to the innovativeness of the organization is expressed with an inclusive conceptualization as IWB. They define IWB organization employees as individual behaviors that aim not only to develop new ideas (creativity) about the products, processes and all practices of the organization, but also to achieve the conscious realization of these new ideas.

Therefore, creating an environment of creativity for the employees in the organizations will not be sufficient on its own for the effective implementation of the IWB. At the same time, an organizational environment should be provided in which they can put the ideas they have uncovered at the end of the creativity processes into practice. In this context, it is certain that employees will need organizational and managerial support.

At this point, the relations between the rulers and the ruled, which are two important elements of managerial activity in organizations, come into play. Because creativity and innovation activities involve risks. The phenomenon of trust is one of the most needed issues in situations where risk is involved (Mayer et al., 1995). Therefore, in an organizational culture that supports the IWB, the trust of the governed in the managers is one of the basic conditions. Thus, employees will need the support of managers in the risks they will take when they will implement new ideas that come to their minds about the products, processes and practices of the organization in line with the interests of the organization. The employee's trust in his manager is a situation that will emerge as a result of the behavior of the managers (Özdaşlı & Yücel, 2010). It is of great importance in the development and display of IWB that the manager exhibits behaviors appropriate to that environment in an organizational culture environment that supports creativity and innovation.

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