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## **The Influences of Participative Organizational Climate and Self-Leadership on Innovative Behavior and the Roles of Job Involvement and Proactive Personality: A Survey in the Context of SMEs in Izmir**

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### **Abstract**

Participative organizational climate and self-leadership have been subject to so many studies examining the innovative behavior in organizations in literature. Besides organizational climate and self-leadership, job involvement and personality traits are emphasized as another individual factors that have roles in innovative behavior of the employees in literature. Within the framework of individual workplace attitudes and personality traits, this study focuses on the notion that job involvement and proactive personality as among the individual factors that may affect innovative behavior moderate the relationship between participative organizational climate and innovative behavior. The survey of this study is conducted on 400 employees of 40 Small and Medium Sized Enterprises (SME's) operating in different industries in İzmir-Turkey, in 2012. The obtained data from the questionnaires are analyzed through the SPSS statistical packaged software. Analyses results revealed that all dimensions of participative organizational climate (socio-political support, participative work environment, access to resources, access to information) and self-leadership are directly and positively related with employees' innovative behavior and job involvement and proactive personality moderate the relationship between participative organizational climate and innovative behavior.

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## 1. Introduction

Small and Medium-Sized Enterprises (SME) are important actors of all countries' economies because they highly contribute to employment and payment of taxes to government. Turkish SME's operate in Izmir are as well in other cities of Turkey; have notable roles in the improvement of employment and economy in Turkey with its industrial potential of small and medium sized organizations. However, because of the rapid changes and high uncertainty in the environment, the growth and sustainability of SMEs depend on their ability of gaining competitive advantage and their skills of innovation. From that point of view, it is supposed that the growth, competitiveness and sustainability of SMEs in Izmir would probably be linked to the organizational characteristics and their employees and managers innovative behaviors. With that respect, it is found meaningful to examine the relationship between organizational climate, self-leadership and innovative behavior in SMEs and the roles of job involvement and personality traits on these relationships. Thus, the main concerns of this topic are innovative behaviors in SMEs and the potential indicators of organizational and individual characteristics.

## 2. Literature Review and Hypotheses

### 2.1. *Innovative Behavior*

Innovation emphasizes a more complex process and it refers to an activity whose aim is to develop, carry, react to, and modify ideas (Van de Ven, 1986). Similarly, it is emphasized that innovation should not only described with the intentional act of generating new ideas, but also with the introduction and application of new ideas, all aimed at improving organizational performance (e.g. Janssen, Vliet and West, 2004; Kanter, 1988; West and Farr, 1989; Scott and Bruce, 1994; Carmeli, Meitar and Weisberg, 2006).

Innovation theorists often describe the innovation process as being composed of two main phases: initiation and implementation (Axtell, Holman, Unsworth, Wall, Waterson and Harrington, 2000). The division between the two phases is believed to be the point at which the idea is first adopted in other words the point at which the decision to implement the innovation is made. The first stage ends with the production of an idea, while the second stage ends as soon as the idea is implemented (King and Anderson, 2002).

Many studies focus mainly on the creative or idea generation stage of innovation (Mumford, 2000; McAdam and McClelland, 2002). However, innovation also includes the implementation of ideas. It is also indicated that the employees of organizations help define and shape work contexts that contribute to organizational innovation through their innovative behaviors and implementation of the ideas (Amabile, 1998). Therefore, in the current study, we define "innovative behaviour" as behaviour directed towards the initiation and application (within a work role, group or organization) of new and useful ideas, processes, products or procedures (Farr and Ford, 1990). Thus, innovative behaviour can be seen as a multi-dimensional construct that captures all behaviours through which employees can contribute to the innovation process. In this study, our focus is on two core innovative behaviours that reflect the two-stage process: idea generation and application behaviour.

As further, innovative behavior in the workplace has been conceived as complex behavior consisting of a three-stage process (Scott and Bruce, 1994). In the first stage of innovative behavior, an individual recognizes a problem and comes up with new solutions and ideas, either novel or adopted. After that stage, an individual seeks ways to promote her or his solutions and ideas, and build legitimacy

and support both inside and outside the organization. In the final stage of the innovation process, an individual, who exhibits innovative behavior, realizes the idea or solution by producing a model of the innovation that can be experienced, applied and used within a work role, a group, or the organization as a whole (Kanter, 1988; Carmeti et al., 2006).

Moreover, it is suggested that to initiate innovations employees can generate ideas by engaging in behaviours to explore opportunities, identify performance gaps or produce solutions for problems. Thus, innovative behavior also involves the creativity of the employees although the term creativity has been used for the idea generation at work. Some researchers have proposed models of creativity that also pay attention to the implementation of creative ideas. For example, Basadur (2004) distinguishes between problem finding, problem conceptualisation, problem solving, and solution implementation. In line with this, in a review of creativity research, Mumford (2003, p.116) recommends that future studies about high performance and success should investigate the skills of implementation of creative ideas. He pointed out that real performance –the expression, shaping and execution of ideas– represents “another important component of creative work”, and considers the investigation of implementing ideas to be an important emerging issue as expressed with “innovative behavior”. With that respect, unlike creativity, innovative behaviour is intended to produce some kind of benefit. Innovative behaviour has a clearer applied component since it is expected to result in innovative output. In that sense, creativity can be seen as a part of innovative behaviour that is most evident in the first phase of the innovation process, where problems or performance gaps are recognized and ideas are generated in response to a perceived need for innovation (West, 2002; Jong and Hartog, 2007).

Thus, based on the above literature, in this study, we have followed this suggestion and address both idea generation and application. As such, innovative behavior is defined here as a multiple-stage process in which an individual recognizes a problem for which he/she generates new (novel or adopted) ideas and solutions, works to promote and build support for them, and produces an applicable model for the use and benefit of the organization.

## *2.2. Participative Organizational Climate*

Organizational climate refers to the perceptions of individuals regarding the set of descriptive characteristics that differentiate an organization (from other organizations) and influence their behavior (Kelley, 1992). In line with Lewin’s field theory, climate perceptions are thought to arise as employees engage in sense-making behaviors aimed at understanding the implications of these organizational features (i.e., events, policies, practices, and procedures) for the self in terms of the types of attitudes and behaviors that are rewarded and supported by the organization (James and James, 1989; Kopelman, Brief and Guzzo, 1990; Schneider and Reichers, 1983; Weick, 1995). As further, leadership and management also influence this perceptual sense-making process by the nature of their roles as representors and framers of organizational information and through their implementation of organizational practices, policies, and procedures (e.g., Kozlowski and Doherty, 1989; Litwin and Stringer, 1974; Dimitriades, 2007).

Within this framework, there is a point which is found important to understand while examining the concept of organizational climate as “organizational climate” is taken as the research issue of this study. Because of that reason, in this study, we considered James and Jones’ (1989) widely-accepted distinction between “psychological climate” which is the individuals’ perceptions of the work environment, and “organizational climate” which is the shared perceptions of the work environment aggregated across individuals.

As further, it is mentioned that as a managerial alternative to solve the problems associated with authoritarian management styles, including lower levels of morale, motivation, and organizational productivity (Kanter, 1983; Wilkinson, 1998), researchers have focused on “participative climate” which is theoretically based in human relations approach to management (Leana, 1987). In discussing the problems of Tayloristic structures, Potterfield (1999, p.18) points out, “traditional management approaches were (or would eventually be) unable to deliver the innovation, efficiency, and profitability demanded by corporate shareholders and leaders.” Thus, the main point to be mentioned in this study is the relationship between participative climate and innovation. The participative climate exist in an organization that fosters innovation is one that can be related to Herzberg (1985 as cited in Solomon, Winslow and Tarabishy, 2010) use of innovative individuals who are excited, spontaneous, impertinent, questioning, argumentative, experimental and dedicated to problem solving and producing.

Furthermore, it should be noted that the most straightforward statement of how behavior is learned, modified and encouraged is identified with the statement of “behavior is determined by its consequences” (Baldwin and Baldwin, 1986, p.6). Therefore, it is supposed that organizations that foster and reward innovation will stimulate more of the same behavior. In addition, Kearney and Hays (1994, p.44) implied that “participative climate provides personal benefits to the individual employee as well as desired organizational outcomes.” Alternatively, some meta-analytic studies have reported mixed results in terms of the relationship between participative climate and work-related outcomes—i.e., innovation, performance (Solomon et al, 2010; Cotton, 1995; Cotton, Vollrath, Froggatt, Lengnick, Jennings, 1988; Leana, Locke and Schweiger, 1990; Locke, Feren, McCaleb, Shaw and Denny, 1980; Miller and Monge, 1986; Sagie, 1995; Wagner, 1994; Wagner and Gooding, 1987).

To summarize, this study suggests that individuals with perceptions of participative organizational climate will exhibit better innovative behavior. Thus, the following hypothesis is generated;

*H1: A positive, direct relationship is expected between employees’ innovative behaviors and their perceptions of the participative organizational climate.*

### 2.3. Self-Leadership

A growing body of evidence shows a positive connection between self-leadership and work outcomes. Despite this evidence, the relationship between self-leadership and innovative behavior still needs further investigation. To the best of our knowledge, only Phelan and Young (2003) and Carmeli et al (2006) specifically mentioned about creative self-leadership, which refers to a reflective internal process by which an individual consciously and constructively navigates her or his thoughts and intentions towards the creation of desired changes, improvements and innovations. Additionally, Phelan and Young (2003) found a significant relationship between self-leadership and creativity.

Self-leadership is a process through which employees motivate and navigate themselves to attain desired behaviors and ends (Carmeli et al, 2006). Although individuals are motivated to accomplish tasks, not everyone is capable of displaying innovative behavior, because of the absence of self-navigation, a key element in the concept of self-leadership (Latham and Locke, 1991). Individuals who possess good self-leadership qualities know how to achieve high levels of self-direction and self-motivation (Houghton, Neck and Manz, 2003; Manz, 1986; Manz and Neck, 1999).

Moreover, self-leadership is about people who learn to lead themselves and others. In the innovation process, it is clear that self-leadership skills are critical for displaying innovative behaviors.

However, the innovative process also entails the leading of others. For instance, the second stage of the innovation process is concerned with the individual's effort and ability to promote her or his new solutions and ideas, as well as the creation of legitimacy and support both inside and outside the organization. To this end, individuals with high levels of self-leadership can lead others to support their new ideas and solutions. (Solomon et al, 2010; Carmeli et al, 2006; Sarros, Cooper and Santora, 2011)

In this context, recently, Howell (2005) provided a similar explanation regarding the importance of innovative behaviors of individuals in the work place. She indicated that the success of innovative ideas is based upon "champions": "individuals who informally emerge to promote the idea with conviction, persistence, and energy, and willingly risk their position and reputation to ensure the innovation's success" (Howell, 2005, p. 108). Howell found key differences between effective champions and ineffective ones in their personal characteristics and behaviors. In essence, champions are likely to use self-leadership strategies in the innovation process (e.g. leading key stakeholders to support their ideas; showing confidence, enthusiasm and persistence).

On the basis of this rationale, we suggest the following hypotheses:

*H2. There is a positive relationship between self-leadership skills and employee self- assessment of her/his innovative behavior at work.*

#### *2.4. Job Involvement*

Job involvement refers to the degree to which individuals psychologically identify with their present job (Kanungo, 1982). For highly involved employees, their jobs seem inexorably connected with their very identities, interests and life goals, and are crucially important (Mudrack, 2004). Job involvement develops in the individual through a long and meaningful process (Lodahl and Kejner, 1965 as cited in Dimitriades, 2007). The prevailing assumption in research is that high job involvement is an inherently desirable attribute of employees (Mudrack, 2004, p. 490), since job involved workers develop strong relationships with their jobs and invest "personal resources" in their current job (Kanungo, 1982). Indeed, highly job involved individuals generally seem to be satisfied with their jobs, to be in characteristic positive moods at work and to be highly committed to their employing organizations, their careers, and their professions (Carson, Carson and Bedeian, 1995; Cohen, 1995). Moreover, job involved individuals believe that personal and organizational goals are compatible (Chay and Aryee, 1999); tend to focus on job activities even in their spare time – such as thinking of ways to perform even better (Mudrack, 2004); feel competent and successful, are inclined to assist others at work and contributed to innovation in the organization (Holton and Russell, 1997; Dimitriades, 2007). Lastly, positive relationships have been found between job involvement and innovative behaviors (Hoffi-Hofstetter and Mannheim, 1999; Sarros et al, 2011).

As further, job involvement is strongly affected and can be perceived as a reflection of work experiences (Cohen, 1999, p.292). Individuals may become involved in their jobs in response to specific attributes of the work situation (Mudrack, 2004, p.490). For instance, as employees develop a better understanding and acceptance of organizational goals and values, conveyed through the organizational climate, they are likely to become more identified and involved with their job. Moreover, the strength of the relationship between participative organizational climate and innovative behavior also is likely to be influenced by job involvement, as a result of interaction.

Therefore, in line with these previous findings, the following hypothesis is generated in this study;

*H3: Job involvement will moderate the relationship between participative organizational climate and innovative behavior.*

### 2.5. Proactive Personality

Since innovative behavior is not considered a personality trait and is a set of cognitions and behaviors shaped mainly by organizational conditions, it makes sense to introduce a personality indicator as a separate variable to the research model. Since self-confidence and locus of control are seen as important determinants for innovative behavior (Appelbaum, Hebert and Lereux, 1999; Ertenu, 2008), the moderating role of a proactive personality, used mainly for individuals who show proactive manners and behavior, might be meaningful.

Previous research has conceptualized proactivity as an individual trait and disposition towards work and towards initiative. Crant (2000) defines proactive behavior thus: “to initiate an action for the aim to improve the current situation rather than accept it as it is”. Some researchers have defined proactive behavior in a wider manner and include taking charge and speaking up as indicators of proactivity (Morrison and Phelps, 1999). Proactivity has been defined as a stable and behavioral tendency conceptually related to the need for power and need for achievement, which are both instrumental classes of behavior that tend to make constructive change in their environment (Ertenu, 2008). Proactive people are defined as “pathfinders” and the reverse is the “passive” approach: people who are not proactive fail to identify, or even sense, the opportunities and problems around them. They show little initiative and rely on others to be forces for change and they passively adapt or even endure their circumstances (Bateman and Crant, 1993). Depending on these implications, in this study it is expected that personality might play a moderating role in increasing or decreasing the impact of participative organizational climate on the sense of innovative behaviors of employees. Therefore, it is hypothesized that;

*H4: Proactive personality will moderate the relationship between participative organizational climate and innovative behavior.*

### 3. Research Model and Variables

The variables of research model can be listed as follows:

Dependent variable: Innovative Behavior

Independent variables: Participative Organizational Climate, Self-Leadership

Moderating variables: Job Involvement, Proactive Personality

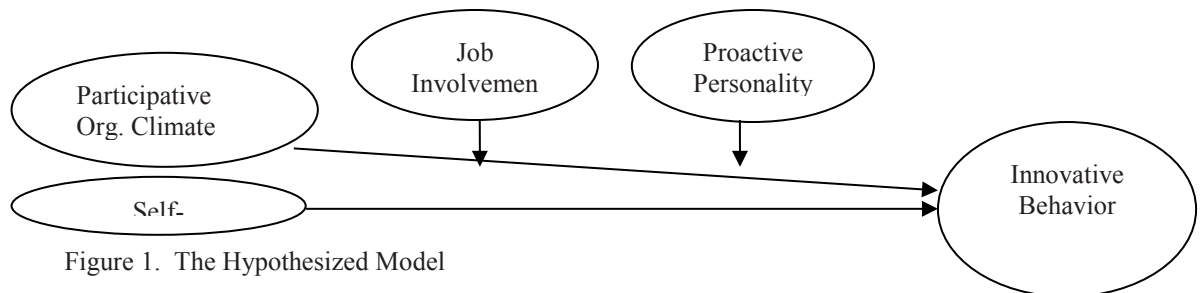


Figure 1. The Hypothesized Model

### 3. Methodology

#### 3.1. Aim of the Research

In this survey, it is aimed to examine the relationships between participative organizational climate, self-leadership and innovative behavior and to identify the moderating effects of job involvement and proactive personality trait on the relationship between participative climate and innovative behavior. To test the propositions, a field survey using questionnaires was conducted.

#### 3.2. Sample and Data Collection

The survey of this study was conducted on non-manager employees of Small and Medium Sized Enterprises operating in different industries in Izmir-Turkey. Izmir is considered as an important city with its socio-economic profile and high potential for Turkish economy and SMEs in Izmir have been recently involved in the Agenda of Development Report. In the survey, the participating organizations fulfilling the criteria that (1) being indicated in the list of IZTO (Izmir Chamber of Commerce), (2) not being undergone a loss for 10 years, and (3) the organization's age not being under 10 years. The organizations that meet those three requirements were contacted via email or phone and informed about the research. The questionnaire survey was done with face to face meetings, personal telephone calls and via electronic database. Data obtained from 400 questionnaires from 40 organizations were analyzed through the SPSS statistical packet program and the proposed relations were tested through regression analyses.

#### 3.3. Analyses and Results

To measure "participative organizational climate", Spreitzer's (1996) "Participative Organizational Climate Scale" composed of 4 dimensions with totally 15 items was used. These dimensions were named as; Socio-Political Support, Participative Work Environment, Access to Resources and Access to Information. The Cronbach's alpha for "perceived participative organizational climate" was 0.86, respectively. "Self-leadership scale" is adopted from Houghton and Neck (2002), which uses 35 items to measure three dimensions (behavior-focused strategies, natural reward-focused strategies, constructive thought-focused strategies) of self-leadership. The relevant items for each one of the three dimensions of self-leadership skills were averaged. We also averaged all items to create what we label as general self-leadership skills. The Cronbach's alphas for these scales (behavior-focused strategies, natural reward-focused strategies, constructive thought-focused strategies, and general self-leadership skills) were 0.83, 0.76, 0.84, and 0.92, respectively. "Innovative Behavior" measure was evaluated by a 6-item scale developed by Scott and Bruce (1994). employees were asked to rate the extent to which they feel they exhibit innovative behavior at work. The total factor labeled as "self-rating of innovative behavior" had loadings ranging from 0.81 to 0.86 with an Eigenvalue of 3.49. The factor explained 35.88 percent of the item variance, respectively. The Cronbach's alpha for "self-rating innovative behavior" was 0.87, respectively. This reliability is almost similar to the Cronbach's alpha of 0.89 reported by Scott and Bruce (1994). "Job Involvement" was tapped with the following 2- items adapted from Lodahl and Kejner (1965) on the basis of prior researches in the Greek context (Dimitriades, 1988; Dimitriades, 2007): "I am very much personally involved in my job"; and "the major satisfaction in my life comes from my job", using the same Likert-type scale. The Cronbach's alpha for "two items job involvement" measure was 0.86, respectively. Lastly, One-factor "Proactive Personality" measure ( $\alpha = .8184$ ) included items such as "looking for perfection", "persisting", "liking challenge". The

17-items “*proactive scale*” originally developed by Bateman and Crant (1993) with an internal reliability ratio of .89, is translated to Turkish by the researcher and after a cross-translation, has been applied at the study and reduced to 6 items scale only. The same scale has also been tested by Claes et. al., (2005) cross-culturally for only 6 items, and 5 of the same items, have appeared to be significant in 5 countries, including Spain. Additionally, the same 6 items were tested by a Turkish author in a Turkish research context (Ertenü, 2008). Finally, at this phase of the study, the 6-items version of the proactive personality scale was used. The internal reliability (Cronbach  $\alpha$ ) is calculated as ,85.

All items were translated via a procedure of double-back translation. No problems emerged during pre-testing; questionnaire items were comprehensive, and no complaints in terms of content and time constraints were expressed. Overall, 64 items using 5 Likert-type scale (ranging from 1=strongly disagree to 5=strongly agree) were used to measure participative climate, self-leadership, innovative behavior, job involvement and proactive personality.

In this study, regression analysis was conducted to test the hypotheses and to define the direction of relations. When the Table 1 is examined, it can be seen that all four dimensions of the Participative Organizational Climate have significant effect on self-reported Innovative Behavior. According to the Table 1, “socio-political support” ( $\beta=.365$ ;  $p=.000$ ), “participative work environment” ( $\beta=.134$ ;  $p=.014$ ), “access to resources” ( $\beta=.187$ ;  $p=.000$ ) and “access to information” ( $\beta=.205$ ;  $p=.000$ ) have significant relationship to innovative behavior. Moreover, averaged self-leadership (with all dimensions having significant relationship) ( $\beta=.403$ ;  $p=.000$ ) has significant relationship to innovative behaviour. These results “supported Hypothesis 1 and Hypothesis 2”.

| Regression Model | Independent Variables          | Depended Variables  | Standardized $\beta$ | Sig. | Adjusted R2 | F Value | Model Sig. |
|------------------|--------------------------------|---------------------|----------------------|------|-------------|---------|------------|
| 1A               | socio-political support        | Innovative Behavior | ,365***              | ,000 | ,312        | 54,457  | ,000       |
|                  | participative work environment |                     | ,134*                | ,014 |             |         |            |
|                  | access to resources            |                     | ,187***              | ,000 |             |         |            |
|                  | access to information          |                     | ,205***              | ,000 |             |         |            |
| 1B               | Self-Leadership                | Innovative Behavior | ,403***              | ,000 | ,460        | 101,66  | ,000       |

Table 1. Regression Analysis Results on Participative Organizational Climate Dimensions-Innovative Behavior and Self-Leadership –Innovative Behavior Relationships

To further test H3 and H4, two separate hierarchical multiple regressions were performed in which first the moderating variables were entered (job involvement and proactive personality), followed by the variable – averaged participative organizational climate (Table 2 and Table 3). In the first step, the participative organizational climate was entered; in the second step the innovative behavior was entered and in the third step the interactions or combined effect between all the variables that have entered into the regression equation, are introduced. All variables have been standardized before starting the test.

Table 2. Regression Analysis Results on the Moderator Effect of Job Involvement on Participative Organizational Climate-Innovative Behavior Relationship

| Independent Variable                                                                                                  | Standard Beta | Sig.         | Adj.R <sup>2</sup> | Model F Value |
|-----------------------------------------------------------------------------------------------------------------------|---------------|--------------|--------------------|---------------|
| 1 (Constant)<br>Participative<br>Org. Climate                                                                         | ,588          | ,000         | ,324               | 152,578*      |
| 2 (Constant)<br>Participative<br>Org. Climate<br>Job Involvement                                                      | ,559<br>,222  | ,000<br>,000 | ,362               | 90,725*       |
| 3 (Constant)<br>Participative<br>Org. Climate<br>Job Involvement<br>Job Involvement *<br>Participative<br>Org.Climate | ,000          | 1,000        | ,374               | 60,100*       |
| Dependent Variable: Innovative Behavior<br>*p<,001                                                                    |               |              |                    |               |

Table 3. Regression Analysis Results on the Moderator Effect of Proactive Personality on Participative Organizational Climate-Innovative Behavior Relationship

| Independent Variable                                                                                                              | Standard Beta | Sig.         | Adj.R <sup>2</sup> | Model F Value |
|-----------------------------------------------------------------------------------------------------------------------------------|---------------|--------------|--------------------|---------------|
| 1 (Constant)<br>Participative<br>Org. Climate                                                                                     | ,526          | ,000         | ,356               | 160,145*      |
| 2 (Constant)<br>Participative<br>Org. Climate<br>Proactive Personality                                                            | ,501<br>,206  | ,000<br>,000 | ,378               | 91,225*       |
| 3 (Constant)<br>Participative<br>Org. Climate<br>Proactive Personality<br>Proactive Personality *<br>Participative<br>Org.Climate | ,000          | ,001         | ,391               | 66,008*       |
| Dependent Variable: Innovative Behavior<br>*p<,001                                                                                |               |              |                    |               |

According to the results of hierarchical regression analysis, it was found that job involvement has significant moderation effect on the relationship between participative organizational climate and innovative behavior ( $B = ,000$ ;  $p = 1,000$ ; significant) (Table 2). As it is seen on Table 2, the third step shows that the adjusted square for the interaction term is higher than the second step (Step2:  $\text{Adj.R}^2 = ,362$ ; Step3:  $\text{Adj.R}^2 = ,374$ ). That means the interaction of job involvement increased the explanatory on the innovative behavior as a moderator variable. Therefore, “Hypothesis 3” which has suggested that perception of job involvement would moderate the relationship between perceived participative organizational climate and innovative behavior “was supported”. That means the suggestion of the higher the job involvement, the stronger the relationship between participative organizational climate and innovative behavior was confirmed.

The hierarchical multiple regression analysis showed that proactive personality has moderating impact on the relationship between participative organizational climate and innovative behavior. The results of the Table 3 reveals that the proactive personality has been proved as a moderator between participative organizational climate and innovative behavior ( $B = ,000$ ;  $p = ,001$ ; significant) and the third step shows that the adjusted square for the interaction term was higher than the second step (Step2:  $\text{Adj.R}^2 = ,378$ ; Step3:  $\text{Adj.R}^2 = ,391$ ). That means the interaction of proactive personality increased the explanatory on the innovative behavior as a moderator variable. Therefore, “Hypothesis 4” was supported.

#### 4. Conclusion

This survey, which is conducted on Small and Medium-Sized Enterprises (SMES) performing in Izmir-Turkey and has survived in series of economic crises, has highlighted the relationships among the participative organizational climate, self-leadership, innovative behavior, job involvement and proactive personality. The most striking result to emerge from data is that job involvement and proactive personality perceptions of the employees moderate the effect of participative organizational climate on innovative behavior. Therefore, H3 (job involvement moderates the relationship between participative organizational climate and innovative behavior) and H4 (proactive personality moderates the relationship between participative organizational climate on innovative behavior) are fully supported. Moreover, other important result of the study is that the direct, positive relationships between participative organizational climate and innovative behavior (H1) and between self-leadership and innovative behavior (H2) were confirmed. These findings are consistent with the literature on self-leadership, participative organizational climate and innovative behavior of the employees. Although there are so many studies examining the participative organizational climate-innovative behavior (Cotton, 1995; Cotton et al., 1988; Dimitriadis, 2007; Kopelmann et al., 1990; Mumford, 2000; Solomon et al., 2010) and self leadership-innovative behavior relations (Manz and Neck, 1999; Basadur, 2004; Houghton et al., 2003; Carmeli et al., 2006; Jong and Hartog, 2007) in literature; the moderator effects of job involvement and proactive personality on the relationship between participative organizational climate and innovative behavior are examined and revealed for the first time through that survey, which may differentiate this survey from others.

However, this survey is performed on SME's operating in Izmir city; findings might not be transferable to all types of organizations in all cities or regions. Thus, it is recommended that further researches can be conducted on large-scale organizations and, also in different cities or countries for the generalizability of findings. Another limitation of this survey is that same respondents answered all questions related to participative organizational climate, self-leadership, innovative behavior, job involvement and proactive personality. Further surveys can be designed in a way that innovative behavior

related questionnaire is filled by multiple sources –self reported and supervisor reported-, in order to prevent same-source bias.

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