

Linking Organizational Identification with Individual Creativity: Organizational Citizenship Behavior as a Mediator

Örgütsel Özdeşleşmenin Bireysel Yaratıcılık ile İlişkisi: Örgütsel Vatandaşlık Davranışının Aracılık Rolü

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Abstract: This empirical study seeks to add depth and clarity to the research of individual creativity and combines it with reflections about organizational identification and organizational citizenship behaviors. The study results were based on the questionnaire data gathered from 177 employees working in 25 different textile companies in İstanbul, a major city of Turkey. Results from the current study showed that organizational identification positively affects individual creativity. Besides, organizational identification affects all dimensions of organizational citizenship behaviors which are conscientiousness, sportsmanship, helping and civic virtue. Furthermore, helping and civic virtue dimensions of organizational citizenship behaviors were found as mediator variables in the relationship between organizational identification and employees' creativeness.

Keywords: Organizational Identification, Organizational Citizenship Behaviors, Individual Creativity, Empirical Study

Öz: Bu deneysel çalışmanın amacı bireysel yaratıcılık ile ilgili araştırmalara derinlik kazandırmak ve bireysel yaratıcılık ile ilgili az bilinenleri açıklığa kavuşturmadır. Araştırma sonuçları, Türkiye'nin önemli şehirlerinden İstanbul'da faaliyet göstermekte olan 25 farklı tekstil firmasının 177 çalışanından elde edilen anket verilerine dayanmaktadır. Araştırmadan elde edilen sonuçlara göre örgütsel özdeşleşme bireysel yaratıcılığı olumlu yönde etkilemektedir. Bununla birlikte örgütsel özdeşleşme örgütsel vatandaşlık davranışının vicdanlılık, centilmenlik, yardım etme ve sivil erdemden oluşan tüm boyutlarını anlamlı bir şekilde etkilemektedir. Örgütsel vatandaşlık davranışının yardım etme ve sivil erdem boyutlarının ise örgütsel özdeşleşme ile çalışanların yaratıcılığı arasındaki ilişkide aracılık rollerinin olduğu belirlenmiştir.

Anahtar Kelimeler: Örgütsel Özdeşleşme, Örgütsel Vatandaşlık Davranışı, Bireysel Yaratıcılık, Deneysel Çalışma

1. Introduction

In today's modern world, many organizations strive to develop creative behaviors of their employees and they tend to design organizational factors in the way of fostering creativity. Creativity is defined as to produce or bring into existence something new by a course of action or behavior (Dollinger et al. 2004). In a rapidly changing environment, both scholars and practitioners highlight the predominant role of creativity as a core competence required for individuals working in diverse domains of work (Shalley et al. 2004). Researches demonstrate that creativity promotes individual task and organizational effectiveness (Amabile 1996; Scott & Bruce, 1994). For such reasons, today's modern organizations give importance to their member's creativity so that benefit from individuals in the best way.

Creativity is the component that enhances organizations' ability to retain their competitive advantage as well as to stay ahead of their competitors (Parjanen 2012). To remain competitive, organizations need their employees to be actively involved in their work and try to generate novel and suitable products, processes, and approaches (Shalley & Gilson 2004).

Amabile (1988) defines individual creativity as the production of novel and useful ideas by an individual. Employees may exhibit creativity by developing new knowledge, advancing technologies, or by making process improvements that will lead to innovations (Parjanen 2012).

In recent studies on creativity, an interactional perspective has been adopted whereby creativity is regarded as the result of the complex interaction between person and situation factors (see e.g., George & Zhou 2001). In creativeness literature it is believed that individual creativeness is significantly affected by environmental factors which mostly occur beyond the control of individuals. Organizations are places in which employees spend much time thus organizational factors may be considered as the most important ones among environmental factors that can play crucial role in increasing or decreasing creativeness levels of employees. Two of these organizational factors analyzed in this study are organizational identification and organizational citizenship behaviors. From the organizational identification perspective, it should be investigated that whether belongingness to an organization or having feelings of solidarity with an organization pushes individuals to produce new products, solutions or ideas. Or it can be questioned to what extent harmonized goals of an individual and organization affect imagination capability of individuals. Thus, in this study, it is analyzed whether or not individuals can demonstrate high levels of creativity and organizational identification simultaneously. From the organizational citizenship behaviors perspective, on the other hand, it should be examined whether individuals make constructive and creative suggestions if they go beyond the formal roles in the organization. Creativeness levels of the employees should be measured when they are not directly or explicitly recognized by the formal reward system. Moreover it can be questioned how does organizational identification (OI) with organizational citizenship behaviors (OCB) affect individual creativeness (IC). Considering all these concepts, different from previous studies, this research aims to introduce empirical results by making research in a different setting.

If it is investigated the antecedents of IC in the literature, it is not seen a unique research examining the effect of OI and OCB on creativeness. Therefore this study was based upon the pre-admission that organizational identification and

organizational citizenship behaviors have a significant influence on individual creativity. Besides, this study may give some clues to the researchers and managers about creativity levels of Turkish employees and, show the current status of textile sector of Turkey.

2. Theoretical Background and Research Hypotheses

2.1. Organizational Identification and Its Relation with Individual Creativity

The term identification means that the individual can be identified with a certain category, i.e. that he or she fits into the category, and that the individual identifies him- or herself with that category, i.e. perceives this category as relevant for his or her identity (Van Dick et al. 2006).

OI is a type of psychological attachment that occurs when members take on key characteristics of the organization as defining characteristics for themselves (Dutton et al. 1994, 242). Individuals' self-images and self-concepts are derived not only from their personal identity, but also from their social identity (Kramer 1993; Turner 1982).

According to Gouldner (1957) OI implies loyalty and a dominant career, orientation to the organization as a reference group, and according to Brown (1969) and Patchen (1970) it is a composite of several aspects of involvement and compatible and shared goals of the individual and the organization. Patchen (1970) used the term OI for "a variety of separate, though related phenomena . . . (1) feelings of solidarity with the organization; (2) support for the organization; and (3) perception of shared characteristics with other organizational members".

According to Hogg and Terry (2000), an organization is one of the most important social categories for an individual. Employees who identify with their organization have self-images that are reconstituted in the organization's image and values (Cheney 1983). The more individuals identify themselves with their organization, the more they think and act from an organization's perspective (Dutton et al. 1994). This perspective is expected to make employees to regard organizations successes and failures as their own ones.

Relationship between OI and employee creativity is a significant issue for managers to increase organizational effectiveness. OI may be used as an instrument in providing a work environment that fosters creativity. According to Carmeli et al. (2007), OI results in a high level of creative behavior in the workplace and it is a key motivator of creative behavior in an employee. They argue that individuals who identify with their organization are likely to be motivated to display creative behavior as part of their sense of belongingness to a distinct group by which they enhance the self. They infer this from the mediation analysis of OI on the relationship between job challenge and employees' creative behavior. Namely they did not examine a direct relationship between OI and IC thus this direct relationship is still seen as an unstudied area.

Identification is a key element of employees' intrinsic motivation, which was observed as a key determinant of creative behavior (Amabile et al. 1994; Tierney et al. 1999). On the basis of the above arguments, the first hypothesis is suggested:

Hypothesis 1: Organizational identification will be positively associated with individual creativity.

2.2. Organizational Citizenship Behavior and its Relation with Individual Creativity

Human is the most valuable asset of organizations because firms cannot achieve success in reaching their goals without employees' efficient and effective efforts. If they can play their role well, organizations are expected to increase their performance and survive in the long term. In today's world, promoting employees to exhibit behaviors beyond traditional task of performance has become among main goals of managers. Therefore it can be said that volunteer behaviors of employees can be seen as a significant factor in achieving organizational tasks. These behaviors bring the concept of OCB, a very frequently studied employee behavioral outcome in management literature (Zhao et al. 2012), to our agenda. OCB has evolved as a powerful concept over the last three decades and researchers and practicing managers are engaged in decoding the factors that augment OCB (Jha & Jha 2009).

Organ (1988, 4), the scholar using this term first time, defines OCB as, "discretionary individual conduct, not directly or explicitly recognized by the formal system of compensation contributing to the general good functioning of the organization that does not arise from the prescribed role or tasks of the job, in other words, the specific terms of a contract between employees and organizations; this behavior arises rather from personal choices, such that its omission is not generally understood as punishable."

OCB refers to the actions of workers who perform above and beyond organizational expectations, which reflect a discretionary choice by workers (Somech & Drach-Zahavy 2004). It differs from formal role behaviors and this implies that workers spend extra time and effort for their organizations. Thus they think that they are able to do more than what managers expect them to do. OCB includes social behaviors, such as sensitivity to the mistakes of others, discussing colleagues' problems, completing work on time, innovativeness, helping others with heavy workloads, and acting voluntarily (Kidwell et al. 1997; Podsakoff et al. 2000).

The concept of organizational citizenship was inspired from the idea of extra role behavior proposed by Katz (1964). OCBs are the behaviors that are not required by the job and are prosocial for other employees and the organization (Somech & Drach-Zahavy 2004). This voluntary, spontaneous, contributory behavior in informal organizations is formed by personal initiative and exceeds the organization's contractual obligations (Lu et al. 2013).

OCB brings many advantageous to organizations like making the workplace a more pleasant place for coworkers and enhancing the organizational performance (Blakely et al. 2005). It enhances productivity; helps organizations compete with limited resources and it leads to greater coordination among employees, lower turnover, organizational adaptability, profitability, and customer satisfaction (Koys 2006; Podsakoff & MacKenzie 1994).

Relevant literature of OCB shows that there is no consensus about the dimensions of OCB. Some researchers proposed that it has two major dimensions, (Smith et al. 1983); some proposed that it has three dimensions (Van Dyne & LePine 1998; Coleman & Borman 2000) and some proposed that it has five dimensions (Organ 1988; Podsakoff et al. 1990). Commonly cited dimensions of OCB are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism means "all discretionary behaviors that have the effect of helping a specific other person with an organizationally relevant task or problem" (Organ 1988, 8). Conscientiousness is defined as going "far beyond the minimum necessary" on job role requirements (George & Brief 1992, 312). Sportsmanship involves avoidance of "complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes" (Organ 1988, 11). Courtesy entails "touching base with those parties whose work would be affected by one's decisions or commitments" (Organ 1988, 12). Finally, civic virtue behavior involves participating responsibly in the political life of the organization, such as by attending meetings, giving personal time to organizationally relevant issues and voicing concerns (George & Brief 1992; Graham 1991).

According to Katz and Kahn (1978 [1966]) the genesis of OCB is the spontaneous, 'innovative' behavior thus OCB may promote creativity (Turnipseed & Turnipseed 2013). However the study results of Turnipseed and Turnipseed (2013) indicate that OCB is not positively linked to an innovative organizational climate.

Creative performance of employees and OCB have been identified as advantageous for organizations (Gilmore et al. 2013). According to Smith et al. (1983), OCB provides employees making innovative suggestions and Van Dyne et al. (1995) assert that employees make creative suggestions to co-workers by the help of OCB. Citizenship behaviors may also be a catalyst of innovation as they work through the social structure of the organization, altering the behavior of others, both overtly and covertly, in a beneficial direction conducive to the spontaneous acts of creativity (Turnipseed 2002). By combining altruism and courtesy, a new dimension called "helping" can be formed as one of the dimensions of OCB and the existence of a high level of "helping behavior" inside an organization will help to purge a knowledge-creation process of distrust, fear, and dissatisfaction (Yan & Yan 2013). These supportive and trustful working relationships will give members the confidence and freedom to explore unknown territories such as new markets, new customers, new products, and new technologies (Krogh 1998). Based on these ideas, regarding OCB dimensions of conscientiousness, helping, civic virtue and sportsmanship, 4 hypotheses can be generated:

Hypothesis 2a: Conscientiousness will be positively related to individual creativity.

Hypothesis 2b: Helping will be positively related to individual creativity.

Hypothesis 2c: Civic virtue will be positively related to individual creativity.

Hypothesis 2d: Sportsmanship will be positively related to individual creativity.

2.3. The Relationship between Organizational Identification and Organizational Citizenship Behavior

According to Christ Dick et al. (2003), OI is an important variable that contributes to OCB and OI fosters OCB towards the organization. The study of Feather and Rauter (2004) shows that there is a significant positive relation between OCB and OI. An empirical research results indicate that identification and OCB are related significantly and substantially in samples of for-profit as well as in non-for-profit organizations, in the educational, hospital, banking and call center sectors (Van Dick et al., 2006).

In terms of OCB's predictors, OI has a long history of being important in influencing OCB (Van Dick et al., 2006). Specifically, an employee who identifies more strongly with his or her organization may have a strong motivation to think and handle workplace problems from the point of view of group interest (Dick et al., 2004). In this case, such employees will define themselves according to collective identity orientation, and will prefer being a "good citizen" (Flynn, 2005).

Considering the relationship between OCB and OI, OCB in this study is expected to play an intervening role in the relationship between OI and employees' creativity. This means OI affects OCB, which in turn is translated into creativity of employees. Thus it is hypothesized that:

Hypothesis 3a: Conscientiousness will be mediating the relationship between OI and individual creativity.

Hypothesis 3b: Helping will be mediating the relationship between OI and individual creativity.

Hypothesis 3c: Civic virtue will be mediating the relationship between OI and individual creativity.

Hypothesis 3d: Sportsmanship will be mediating the relationship between OI and individual creativity.

3. Method

3.1. Sample and Procedures

Employees were drawn from 25 different textile manufacturing companies from İstanbul, the largest city of Turkey. These firms in general are small and medium sized firms in terms of number of employees and each firm has about 50 employees. The textile industry is certainly a branch where creativity matters and it is among major industries that are needed to make rapid changes. Economic and industrial pressures affecting change in the textile industry include

technological changes, demand for different products, changes in manufacturing costs, training needs for new workers and employee demographics (Textiles Human Resource Council 2011). Taking into consideration all these factors, textile firms are expected to meet environmental expectations through increased employee creativeness. In this study, it is investigated that how individual creativity can be fostered in firms by analyzing textile companies.

An average of 8 questionnaires was hand-delivered to 25 different companies and these 8 volunteer employees were randomly selected ones. Employees responded the survey during working hours and 190 surveys were taken back with 95% return rate. 13 of these were not appropriate for analyzing due to missing values and incorrect marking. A total of 177 surveys were used for necessary analyses. All respondents were informed that the survey was being conducted for academic research purposes for understanding the issues affecting people's creativeness. The survey included items assessing demographics, OCB, OI and IC.

3.2. Measures

All questionnaire items were measured on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The items of questionnaire except individual creativity measurement were originally in English and were translated into Turkish by translating experts.

Organizational Identification: To measure OI, it is followed the study of Mael and Ashforth (1992) and used six items with high factors. Sample items are "When I talk about this organization, I usually say 'we' rather than 'they'" and "I am very interested in what others think about my organization". The scale demonstrated an internal consistency reliability of .73 in the current study.

Organizational Citizenship Behavior: A 19 item measure developed by Podsakoff et al. (1990) and Podsakoff and MacKenzie (1994) was used to assess OCB. OCB consists of five broad categories including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue dimensions. According to Organ (1988, 1990a, 1990b), altruism and courtesy dimensions can be combined to a new dimension called helping. This combination process has been checked in this study whether it gives statistically better results. Actually it has been observed that these two dimensions were better to evaluate as a single factor. Therefore, OCB is assessed with 4 sub-dimensions in this study. Conscientiousness, sportsmanship, helping and civic virtue categories were measured through 7, 6, 12 and 4 items respectively.

An exploratory factor analysis was conducted to measure dimensionality by using a Varimax Rotation Procedure. A factor loading of 0.45 was determined as a common threshold for acceptance in this study. After deleting the items having value below this loading, new item numbers were specified as 5 items for conscientiousness, 3 items for sportsmanship, 7 items for helping and 4 items for civic virtue. All items were loaded: (i) with high coefficients onto their respective factors; and (ii) with substantially lower coefficients onto other dimensions of OCB.

Sample items are; for helping "I willingly give my time to help other agents who have work-related problems", for conscientiousness "I do not use additional break time other than specified time periods", for sportsmanship "I consume a lot of time complaining about trivial matters (R)", and for civic virtue "I attend functions that are not required but help the company image.". Reliability scores are; for conscientiousness .73, for sportsmanship .510, for helping .791 and for civic virtue .753. As it can be seen, sportsmanship has low reliability score, most likely due to the reversely coded items. According to Pallant (2010), Cronbach alpha value of .50 and upper values are acceptable for statistically sensitive subdimensions including few items. Again according to Pallant (2010), a value of higher than .70 is acceptable for whole scale. OCB scale totally has the reliability score of .806 thus it meets expectations.

Individual Creativity: Six items adapted from Gümüşlüoğlu and İlsev (2009) by Pıçakçı (2013) measuring individual creativity in Turkish language were used for the study. A sample item is as "I make effort to develop and ripen new ideas.". The scale has the reliability score of .749 showing internal consistency.

Covariate variables: To evaluate unique effects of the measures described above, it is controlled for selected demographic characteristics like age, gender, education, tenure with one's firm and job position.

3.3. Data Analysis

In order to test hypotheses, it was conducted a series of CFAs to assess the convergent and discriminant validity of the three core variables in this study. To investigate bilateral relations among variables, it was conducted structural equation models to measure regression weights and significant relationships introduced after the analysis.

Besides it was tested the mediating role of OCB dimensions on the relationship between OI and IC. To test the mediation model, it was planned to follow Baron and Kenny's three-step procedure (Baron & Kenny 1986). First, independent variables are expected significantly related to mediating variables. Second, independent variable should be related to dependent variables. Third, mediating variable should be related to dependent variable after effects of independent variable is controlled for. If the unstandardized beta weights of the independent variables are still significant in the last step, partial mediation is present. If the unstandardized beta weights of the independent variables are not significant, full mediation is present (Shen et al. 2013).

4. Results

4.1. Sample

Responses of 177 employees working in textile firms were used for the analyses. They were divided into two categories in terms of job positions as managers and officers. 101 of participants (57%) were officers and the remaining 77 (43 %) were managers. The sample included 75 women (42%) and 102 men (58%). In terms of job tenure, 116 of the participants (65%) had 5 year job experience at maximum, 32 of them (18%) had experience between 6-10 year and 29 (17%) had an experience more than 10 years. 61 of the participants were between the ages of 20–25 (34%) and 65 were between 26–35 (36%). The remaining 42 employees were between the ages of 36–45 (24%), and 9 were over 46 (6%). Results about educational profession showed that 83 of the participants (47%) were high school graduate and 94 were (53%) graduated from university.

4.1. Confirmatory Factor Analyses

In order to test the factorial validity of the three measurements, measurement models were tested using Confirmatory Factor Analyses (CFAs). The measurement models were validated by obtaining estimates of the parameters of the models and by determining whether the model itself provides a good fit to the data (Byrne 2010). Model fits in CFA may be assessed through various goodness-of-fit indices like: chi-square divided by the df value (CMIN/DF), Root Mean Square Residual (RMR), Goodness of Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI) and Incremental Fit Index (IFI). Results of CFA analyses are indicated at Table 1. Considering the study of Meydan and Şeşen (2011, 37), the CFAs of organizational identification and individual creativeness yielded acceptable fit. Though RMR, AGFI and IFI results of OCB are close to acceptable levels, acceptable CMIN/DF and GFI results seem convincing to continue with testing the hypothesized relationships.

Table 1. Confirmatory Factor Analysis Results

| Variables | CMIN/DF | RMR | GFI | AGFI | IFI |
|--------------------------------------|---------|------|------|------|------|
| Organizational Citizenship Behaviors | 2,036 | ,088 | ,863 | ,817 | ,859 |
| Organizational Identification | 2,409 | ,061 | ,908 | ,852 | ,896 |
| Individual Creativeness | 3,054 | ,040 | ,954 | ,880 | ,931 |

4.2. Descriptive Statistics and Correlations

Means and standard deviations of four sub dimensions of OCB, OI and IC is seen in Table 2. Besides, Pearson’s correlations among all key study variables are presented. The presence of multicollinearity problem was tested by analyzing Variance Inflation Factor (VIF) measurement results. Multicollinearity occurs when the independent variables are highly correlated; high multicollinearity may cause a wide swing in the estimate of parameters due to small changes in data (Shirazi 2008). Test results for each variable show a VIF value smaller than 3 which is far from the critical value of 10, indicating no problem of multicollinearity.

Table 2. Means, standard deviations, and correlations of the main research measures.

| Variables | Mean | S.D. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|-----------------|------|------|---------|--------|--------|--------|-------|--------|---------|--------|--------|--------|----|
| 1. Job Position | | | 1 | | | | | | | | | | |
| 2. Tenure | | | -,244** | 1 | | | | | | | | | |
| 3. Gender | | | ,196** | ,018* | 1 | | | | | | | | |
| 4. Education | | | -,192** | ,351** | -,027 | 1 | | | | | | | |
| 5. Age | | | -,244** | ,508** | ,018 | ,351** | 1 | | | | | | |
| 6. Helping | 3,97 | ,627 | ,047 | ,051 | ,020 | -,047 | ,051 | 1 | | | | | |
| 7. Sportsman. | 3,01 | ,854 | ,119 | ,092 | -,108 | ,011 | ,092 | -,048 | 1 | | | | |
| 8. Consc. | 3,99 | ,625 | ,097 | ,065 | ,115 | ,037 | ,065 | ,645** | ,054 | 1 | | | |
| 9. Civ. virtue | 3,79 | ,716 | ,069 | -,008 | ,114 | ,054 | -,008 | ,463** | -,239** | ,477** | 1 | | |
| 10. Org.Id. | 4,11 | ,700 | ,254** | ,118* | ,231** | ,024 | ,118 | ,440** | ,009 | ,462** | ,424** | 1 | |
| 11. Ind.Cre. | 4,04 | ,571 | ,163* | ,066 | ,059 | -,010 | ,066 | ,613** | -,128* | ,530** | ,577** | ,431** | 1 |

n=177, ** p < .01 * p < .05

4.3. Tests of Hypotheses

Structural equation modeling using AMOS 20.0 was used to assess the measurement model and to test the proposed relationships. Research model and standardized path coefficients are illustrated in Figure 1. Model fits are shown in Table 3 in terms of CMIN/DF, RMR, GFI and RMSEA (Root Mean Square Error of Approximation). As it is seen in this table, analyses results are at acceptable levels.

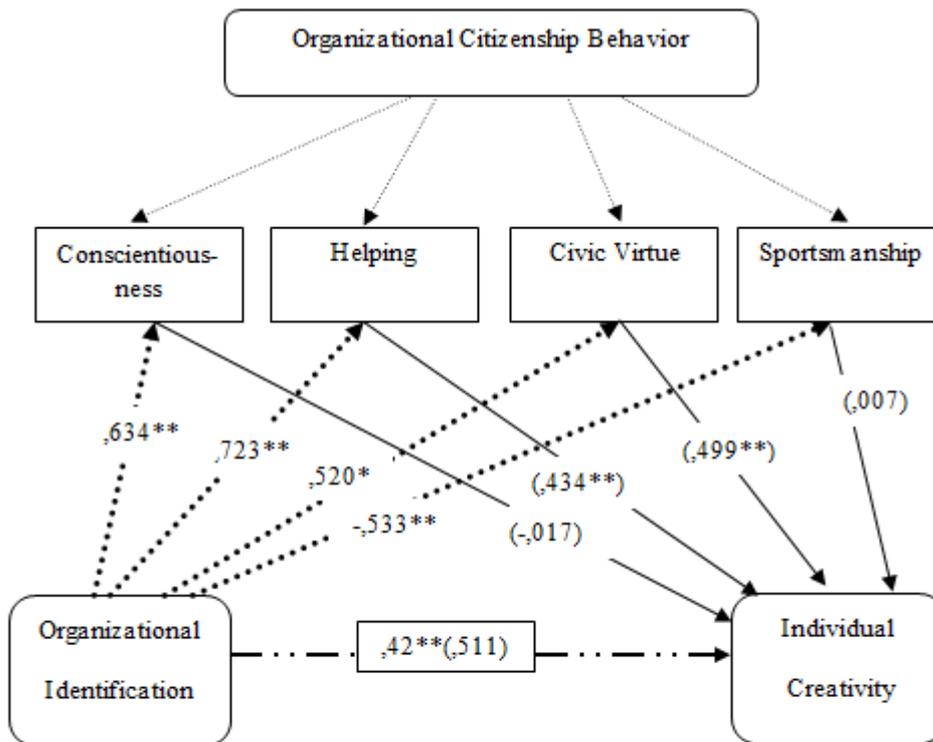
Firstly, it was tested the effect of OI, the independent variable, on IC, the dependent variable. Results indicate that OI has a significant and positive effect on IC (standardized coefficient = .42, $p < .001$). Thus Hypotheses 1 was supported.

Secondly, it was investigated the impact of OI on each dimensions of OCB. Results indicate that OI affects all factors of OCB significantly. OI significantly and positively affects conscientiousness (standardized coefficient = .634, $p < .001$), helping (standardized coefficient = .723, $p < .001$), civic virtue (standardized coefficient = .520, $p < .001$) and significantly and negatively affects sportsmanship (standardized coefficient = -.533, $p < .001$). These results show the acceptance of Hypothesis 2a, 2b and 2c. However a negative relationship is observed between sportsmanship and OI. Therefore Hypothesis 2d is rejected.

Finally it was analyzed whether dimensions of OCB mediates the relationship between OI and IC. It was observed that significance of OI dropped from (standardized coefficient = .420**, $p < .001$) to (standardized coefficient = .511, $p < .001$). Helping (standardized coefficient = .434 **, $p < .001$) and civic virtue (standardized coefficient =.499 **, $p < .001$) are significantly affecting IC and this shows that they have full mediation effect. According to these results, Hypothesis 3b and Hypothesis 3c are supported. On the other hand, conscientiousness (standardized coefficient =-.017) and sportsmanship (standardized coefficient =.007) statistically have no major effect on IC, lending reject to Hypotheses 3a and Hypotheses 3d.

Table 3. Model Fits

| Models | CMIN/DF | RMR | GFI | RMSEA |
|---------|---------|------|------|-------|
| Model 1 | 2,409 | ,061 | ,908 | ,890 |
| Model 2 | 1,999 | ,088 | ,819 | ,075 |
| Model 3 | 1,959 | ,080 | ,824 | ,074 |



Notes: Values in parentheses show the data after mediation analysis. **= $p < .001$

Figure 1. Research Model and Standardized Path Coefficients

5. Discussion and Implications

Major goal of this study is to investigate the impact of organizational citizenship behavior and organizational identification in evoking employees' creativity. This study is the first to introduce the mediating role of organizational citizenship behavior in the relationship between organizational identification and employees' creative performance.

First finding of this study shows that, consistent with predictions, organizational identification positively affects individual creativity. Therefore it can be said that as employees identify themselves with their organizations they can show more creative behaviors and increase their ability of forming new ideas, feelings, products, processes etc. This result is in line with the findings of the study of Dutton et al., (1994) as they pointed out that identification is a key motivator of creative behavior in an employee as it mediates the relationship between work characteristics and employee behaviors.

Building something new necessitates an intrinsic motivation for individuals. This intrinsic motivation is expected to be mostly triggered by extrinsic motivation. At this point, organizational identification plays a crucial and active role in evoking employees to do something new in order to be useful for their organizations. They feel a sense of belongingness to their organizations thus they can think that creation of new ideas, products, processes etc. will provide benefits to the organization and employees. These inferences are supported by the idea of Carmeli et al., (2007) as they argue that organizational identification positively influences creative behavior at work. This finding shows practitioners and managers that they should give importance to employees' identification to increase their creativity. Especially, in sectors like technology, health, and textile etc., in which innovation is a key factor in organizational success, employees' creativity should be promoted by increased organizational identification. Creating a family environment in the organization, sharing all acquisitions of organization with the whole staff, decreasing dysfunctional conflicts between employees or governing and organizing firm with all personnel may be used as instruments in increasing organizational identification. By this way it is expected to increase creative behaviors of employees thanks to the increased organizational identification. As Farmer et.al (2003) note that when practicing managers identify employees as possessing strong creative role identities, they may tend to place them in positions in which creativity can emerge.

The second important finding in this study is that OI affects all factors of OCB significantly. OI facilitates employee cooperation in the organization. OI has an important effect on conscientiousness levels of employees. As employees identifies themselves with their organizations, they may further go beyond the minimum role requirements of the organization in attendance, obeying rules and regulations, taking breaks etc. Moreover, paying attention to the success of organization should provide employees helping each other to achieve better performance for organizational effectiveness. Because OI positively affects civic virtue, employees are expected to concern more about the long life of the company. By the help of increased OI, members of an organization show more constructive involvement in the governance process of the organization. An interesting outcome in this study is that OI lessens sportsmanship behaviors of employees. This may be interpreted like that as workers feel more intensive OI levels, they may not tolerate other's mistakes and they cannot accept any resulting inconvenience in the organization. This situation may push individuals to perfectionism and thus less sportsmanship behaviors may be observed among employees.

Final key finding in this study is about the mediating role of OCB. Some OCB dimensions play an intervening role in the relationship between OI and employees 'creativity'. Empirical results show that helping and civic virtue factors are fully mediating the relationship between OI and employees 'creativity'. This can be interpreted as OI has an indirect effect on IC through helping and civic virtue. On the other hand conscientiousness and sportsmanship have no mediation effect on the relationship between OI and IC.

5.1. Limitations and Future Directions

There are some limitations constraining the interpretation and application of this study. There may be some other unobserved factors affecting individual creativity. Only two variables in this study were checked whether they were significant factors in affecting individual creativity because capturing all possible variables in a single study is too difficult to assess and interpret. Future studies should examine some other organizational factors affecting individual creativity like culture, commitment, learning, trust, support etc.

Generalizing the results of this study may be too assertive considering the fact that this study was conducted in the Turkey setting and, which may be different from other cultures. In order to reach more precise results, this study is needed to be applied in different countries, other sectors and various cultural settings. On the other hand, data about only 25 firms and 177 employees were used for the research. Conducting this study in more firms and on more employees will be providing researchers to reach more clear results.

It is assumed that creativity in organizations is a useful and desirable individual characteristic. However in some organizational settings, individual creativity may not be desirable. These settings may be an interesting research area for future studies in investigating how they prevent creativity of their employees.

Altruism and courtesy dimensions of OCB were combined to a dimension called helping, as done in some studies. Analyzing these variables separately may provide researchers to reach different results. OCB was measured with 4 factors in this study but it may be measured with two (Coleman & Borman 2000) or three (Williams & Anderson 1991) factors as in previous researches.

6. Conclusion

The current study seeks to enhance our understanding of individual creativity in textile sector by focusing on organizational citizenship behaviors and organizational identification. It has been revealed that organizational identification positively affects individual creativity. Besides, organizational identification significantly affects all dimensions of organizational citizenship behaviors. It significantly and positively affects conscientiousness, helping, civic virtue and significantly and negatively affects sportsmanship. Furthermore, results indicate that helping and civic virtue dimensions of organizational citizenship behaviors are fully mediating the relationship between organizational identification and individual creativeness. Finally, conscientiousness and sportsmanship factors of organizational citizenship behaviors are not found as mediators in the relationship between organizational identification and individual creativeness.

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