

THE EFFECT OF INNOVATIVE WORK BEHAVIOUR ON ORGANISATIONAL CREATIVITY: A CASE OF TECHNOPARK EMPLOYEES

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ABSTRACT

The rapid progress of technological developments causes pressure on the competitive power of enterprises. In this case, businesses need an innovative structure and at the same time employees who will create this structure. Innovative work behaviour is the activities that will provide gains to the organisation or the employee himself/herself regarding the activities within the employee's duties and responsibilities. For organisational creativity, a high cultural background, courage, determination, holistic thinking, visionary perspective towards the future, attitude and behaviour integrity, which have an important place in the formation and development of creativity, are necessary. Technopolises are a very important tool in ensuring the cooperation between university-industry-government in the process of transforming innovative knowledge and technologies into innovation. Therefore, innovative work behaviours of the employees in technopolis companies and their transformation into organisational creativity are of great importance. The aim of this study is to determine the effect of innovative work behaviour on organisational creativity for technopolis employees in Istanbul. As a result of the correlation analysis, the dimensions were found to be positively and significantly related to each other. As innovative work behaviour increases, organisational creativity increases by 54.8%. As a result of regression analysis, innovative work behaviour has a positive statistically significant effect on organisational creativity ($\beta=0.602$, $p<0.01$). innovative work behaviour sub-dimensions of Idea Generation ($\beta=0.368$, $p<0.01$), Research ($\beta=0.322$, $p<0.01$), Support ($\beta=0.265$, $p<0.01$) and Implementation ($\beta=0.319$, $p<0.01$) have a positive statistically significant effect on organisational creativity. While the greatest effect on organisational creativity was found to be producing and researching, the least effect was found to be supporting and implementation.

Keywords: Innovative Work Behaviour, Organizational Creativity, Regression Analysis

1. INTRODUCTION

In an economy characterized by swiftly changing market conditions, evolving consumer demands, heightened competition, and technological advancements, the process of converting knowledge and ideas into innovations is regarded as a critical priority. In today's knowledge-based global economy, it is crucial to strengthen the connections between science, education, and production, and to develop effective governance mechanisms to support technology and innovation. The formation of an innovative and knowledge-intensive economy, the expansion of the production of competitive products will significantly affect the increase in the country's export capacity based on high technology.

Rapidly changing and developing technology, changing environmental conditions, the effects of globally operating organizations on economies of scale, changes in social structure, differences in consumer demands and purchasing power; It has pushed organizations to innovative and diverse pursuits in ensuring competitive advantage. However, all these developments push organizations to use their existing resources as



effectively as possible. In this regard, Ahmed et al., (2018) argue that in today's conditions, profitability and numerical growth alone are not enough for organizations to achieve competitive advantage, and that innovative business behavior has become an indispensable necessity in all organizations to ensure a sustainable competitive advantage. However, according to the study conducted by Javed et al., (2019), the ability of organizations to be more innovative, effective and successful within their own sectors depends on revealing information that will provide added value and making full use of this information.

When the business management literature is examined, it will be observed that the concept of "organizational creativity" does not date back to recent times. However, developments and ideas about human rights, human values, the concept of personality, the emergence of humans as more important than other beings, the increase in education and living standards around the world, changes in the demands of consumers and making more use of the creativity of employees in organizations; It enables the concept of organizational creativity to emerge in a more contemporary field today (Shanker et al., 2017). The mentioned developments radically affect the managerial processes and organizational structures in organizations. In line with the developments in the competitive environment, the development of creative thoughts is mandatory.

Business life requires creative thinking at the strategic level and in leading organizations where real competition occurs. Organizational creativity is an important step to take from management to entrepreneurship in order to keep up with the competitive structure of today's business life. Since factors such as the speed of technological developments and intense competition bring organizational creativity to the fore as a managerial concept, organizations will see it as an obligation to create creative business conditions that can produce new ideas, make inventions and transform these ideas into useful products or services (Yamin, 2022). Organizational creativity has been the subject of many international studies and has encouraged researchers to study creative movements. According to the literature research; It has been observed that there are very few studies that measure and address the organizational creativity of an organization. In addition, since the subject is still new, it has been observed that there are few studies on scale development in this field.

The primary aim of this study is to investigate the effects of innovative work behavior on organizational creativity and to evaluate this for technopark employees. In this context, the study first provides explanations of the concepts and presents the analyses and evaluations of the research.

2. CONCEPTUAL FRAMEWORK

2.1. Innovative Work Behavior

Innovative work behavior is the attitude required to create useful ideas for workes and ensure the feasibility of this idea (Zhang and Su, 2020). Attention should be paid to the need for innovative work behavior that includes both creativity and innovative processes. As a matter of fact, this process, which started with the discovery of this idea, requires the creation of added value. Many definitions have been given for this concept in many studies conducted to date. In this context, innovative work behavior refers to all individual efforts to develop and implement an innovation in any work (Wei et al., 2020). These individual efforts, e.g. It includes the use of new methods and technologies, the creation of new resources and the determination of new strategies. According to another definition,



innovative work behavior; It is defined as identifying problems in workes, developing appropriate strategies, creating infrastructure and ultimately implementing ideas (Farrukh et al.,2023).

In a global competitive environment, organizations must be able to achieve a sustainable competitive advantage. The main way to achieve this is through innovative behaviors (Lambriex-Schmitz et al., 2020). The most important factor for organizations to demonstrate innovative performance is employees and their innovative behaviors in the form of generating innovative ideas, reacting and making changes (Mandych and Bykova, 2019). The innovation pressure on organizations with rising competitiveness has made it necessary for employees to develop innovative processes and respond to new demands in order to increase the effectiveness and competitiveness of organizations (Miao et al., 2020).

According to the definition made by Radaelli et al., (2014), innovative work behavior; It is expressed as individual behaviors aimed at introducing a new and useful idea, process or product and achieving the conscious implementation of all of these. The concept of innovative work behavior is closely related to the concept of creativity. However, both concepts have some structural differences. According to this; It is possible to say that the concept of innovation is broader than creativity, because innovation; Beyond creation, it also includes the implementation of ideas. According to Tidd and Bessant (2018), innovative work behavior; It takes place in four steps: discovery opportunity, creation of the idea, finding support and implementation of the idea. Anning-Dorson (2018) define innovative work behavior; They examined it in five steps: discovery of opportunities, ability to create, formative research, finding support and implementation.

Innovative work behavior can be achieved using various methods in organizations. When innovative work behavior is mentioned, the first thing that comes to mind is a new product or service; but the definition in question is the narrowest definition of the concept (Baer 2012; Bagheri, 2017; Akram, 2020). It is possible to examine innovative work outcomes as follows:

- **Product / Service Innovation:** It is expressed as the introduction of new or substantially renewed new products or services. It is possible to realize the innovation in question as functional convenience or technical improvements.
- **Process Innovation:** The implementation of new or substantially renewed production or distribution methods.
- **Work Model Innovation:** Changing the way of doing work, similar to making more use of external resources.
- **Organizational Innovation:** The creation or modification of innovative work structures, practices and models.
- **Marketing Innovation:** Making improvements in the price, location, packaging, design or promotion of products or services or developing alternative marketing techniques.
- **Supply Chain Innovation:** Changing the supply method of raw materials from suppliers or similarly renewing the delivery methods to consumers.



- **Financial Innovation:** The type of innovation in question is; It covers concepts such as credit, risk sharing, ownership or liquidity to create new financial services, products or ways of managing work operations.

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Innovative work behavior structure is directly linked to the creativity of the employees in the organization. The concept of creativity in general; It is expressed as introducing new and useful ideas for products, services, processes and procedures (Bledov et al., 2013). In addition, it is possible to say that there are some differences between the concepts of innovation and creativity. Unlike creativity, innovative work behavior is explicitly aimed at providing benefits. However, it is expected to result in innovative output that is clearer and has an applied component. Creativity can be seen as an important component of innovative work behavior when problems or performance gaps are seen at the beginning of the innovation process and generate ideas in response to perceived needs for innovation (Byron and Khazanchi, 2015).

Innovation is a big idea in the theoretical sense; but it carries certain risks and difficulties. For example, many organizations do not have sufficient financial resources for investment purposes and do not want to address the number and types of risks involved. It is possible to list some of the difficulties that organizations are likely to face in their innovation adventure as follows: lack of qualified employees, lack of marketing talent, difficulties in retailing or difficulty accessing distribution networks, insufficiency of finance, resistance of the institution or managers to innovation and lack of R&D units.

2.2.Organizational Creativity

The concept of creativity has a very important position in terms of the development of all organizations. Fundamentally, although it is not a necessary subject for all works, creativity is seen as more important than other ideas and suggestions for organizations operating in conditions with high competitiveness and a complex economy. Meeting the environmental pressure arising from the external environment and the innovation needs of organizations will only be possible by developing the creativity of the organization's employees (Damanpour, 2017).

Managers of organizations where the culture of creativity is established and supported contribute to corporate creativity by ensuring that employees feel independent during work and by following the procedures exactly and not preventing them from seeing the big picture. Employees working in such institutions look for different solutions to the problems they encounter and can produce new and original ideas (Le Bas et al., 2015). When a culture of creativity is established and supported, employees in institutions have idea fluency and flexibility, which means the ability to generate large amounts of ideas to perform creative tasks (Liu et al., 2019). When a culture of creativity is established and supported, employees' self-confidence in doing work and taking risks increases, and they feel free to solve the problems they encounter (Sofwan et al., 2021).

Creativity is creating different products using known objects or ideas. However, it is thought that creativity is perceived by individuals as invention or discovery. Many definitions of creativity have been made in the literature.



Creativity is the creation of a product, a scientific discovery, a way of thinking, and finding a solution to a problem. The concept of creativity does not mean creating something from nothing; creativity is the process of seeing relationships among the information stored in one's mind that no one else was aware of before and revealing these relationships (Tan, 2019). Creativity is making new syntheses from old ideas and giving new identities to old ideas. Creativity is the ability to look at all suggestions in a different way in order to reach a solution generating ideas to create new or better products, services and applications the intellectual process that results in the development of valid and new ideas (Woodman et al., 1993; Williams and Yang, 1999). A process that involves transforming existing products into unique products, making something new and different a process in which products are created getting rid of patterns Many different definitions have been made.

The definition of creativity in organizations means the creation of new ideas by groups of employees or employees working in collective environments (Zheng Fang et al., 2016). Creativity in work life is known as a factor that both produces original ideas and eliminates problems that may be encountered while making progress (Tavassoli and Karlsson, 2016). Innovation can be expressed as the use of an idea or product developed with creativity within the organization. Organizational creativity is the emergence of new and original ideas on processes, products and services by managers and organizational employees (Anderson et al., 2014). In the relevant literature, organizational creativity; It was examined in three sub-dimensions: individual creativity, managerial creativity and social creativity. Individual creativity refers to a situation related to the individual's own characteristics. Managerial creativity involves providing creative characteristics to people within the organization (Gazzaroli et al., 2019). Social creativity, on the other hand, does not include creative phenomena alone, but creates social and environmental conditions that provide opportunities for creativity for the individual and the organization (Xu et al., 2022).

Organizational creativity is the use of creative thinking in organizational work and operations. The open policy factor, defined as the situation of making processes transparent to all employees, affects organizational creativity. Communication between organizational management and employees will be further strengthened thanks to a transparent structure (Zhou and Shalley, 2008). Institutions and organizations with an established culture of organizational creativity employ individuals who are creative and have different perspectives. It is stated that the creative features of the work environment and the work have positive effects on the job satisfaction and productivity of employees (Schilling, 2010). Independent thinking, future-oriented perspective, integrity of attitude and behavior, high cultural strength, tolerance, courage, determination and perseverance play an important role in ensuring organizational creativity and in the formation and development of the concept of creativity in employees (Leigh, 2003).

It is important for individuals to be in a positive mood in developing and supporting creativity in organizations. It is known that employees with a positive mood can spontaneously seize opportunities (Haned et al., 2014). It can be said that another way to increase creativity is to collect information. For this reason, employees are required to have information about everything related to their jobs (Damanpour et al., 2009). Only employees with free ideas are those who manage to develop creativity. Intrinsic motivation, skills and cognitive abilities enable employees to reveal their creativity in organizations. Employees with developed intrinsic motivation can be defined as individuals who are self-managed, strengthened by the work they do, fight against difficulties and are not affected by external motivation sources (Alharbi et al., 2019). If creativity is to be supported, it should first be



accepted and a supportive climate should be created. A positive organizational culture plays a role in revealing creative behaviors and ensures that the satisfaction point is reached (Mandyh and Bykova, 2019).

3. STATISTICAL ANALYSIS

3.1. Purpose and Importance of the Study

The contribution of technology-oriented companies to employment growth, innovation and economic development is indisputable. In this context, the number of initiatives to support the growth and development of technology-based companies and consequently increase economic welfare has started to increase in the world. The establishment of science and technology parks is one of the most important steps taken in this regard. Today, science parks, which are expressed in different ways such as technopark, technopolis, technology park, technology development zone, innovation park in different countries, are a very important tool in ensuring the cooperation between university-industry-government in the process of transforming innovative knowledge and technologies into innovation. The transition of countries to an innovative economy is impossible without improving the integration of science, education and business. The practice of developed countries shows that one of the effective forms of such integration is a technology park, where all stages of innovation, from the inception of an idea to its commercialisation, can be carried out in a single region. The basic structure of the technopark, which enables the implementation of the innovation process, includes university, research and industrial organisations. It is very important that employees in technoparks have positive perceptions of concepts such as innovative work behaviour and organisational creativity. From this point of view, the aim of the study is to determine the effect of innovative work behaviour on organisational creativity for technopark employees.

3.2. Hypotheses of the Research

The main hypothesis of the study is that innovative work behaviour and organisational creativity are significantly related.

Tablo 1. Hypotheses of the Research

	Hypotheses
H₁	There is a statistically significant relationship between innovative work behaviour and organisational creativity
H₂	There is a statistically significant relationship between innovative work behaviour sub-dimensions of generating, researching, supporting and implementing ideas and organisational creativity

3.3. Population and Sample

The population of the study consists of individuals working in technocities in Istanbul. Since there is no clear information about the number of employees working in technopark in Istanbul, the number required for the sample was determined by power analysis. Power analysis was performed with G*POWER 3.1 version. In the studies, Cohen (1988) and Parajapati et al. (2010) stated in their studies that the statistical power $1-\beta=0.80$ is sufficient, and the results were obtained by calculating correlations and group differences.



Statistical significance $\alpha=0.05$ was taken. It was determined that at least 115 people should be interviewed for relationship analysis. 280 technopolis employees participated in the study, the minimum sample size was achieved. Simple random sampling method was applied.

Employees were asked to fill out the questionnaires via google forms via e-mail within the time period covering 01.11.2023 and 15.02.2024. (https://docs.google.com/forms/d/m/1ALPpQLSd8wZMTRklomh5ADStbrTDFSA2_BcDv8YQ-czHf9j0PYRWw/viewform?vc=0&c=0w=1).

3.4. Data collection tool

Innovative Work Behavior Scale: The Turkish validity-reliability study of the Innovative Behavior Scale (IBS) developed by De Jong and Den Hartog (2010) was conducted by Çimen and Yücel (2017). The scale consists of 10 items in total and has 4 sub-dimensions: idea generation, research, support and implementation. These four (4) dimensions are 'generating ideas (items 1 and 2)', 'researching (items 3, 4 and 5)', 'supporting (items 6 and 7) and "implementing (items 8, 9 and 10)". The scale was prepared as a five-point Likert scale and the participants were asked to indicate the frequency of other people in the organisation showing innovative behaviours between 'Never' and 'Always'.

Organizational Creativity Scale: In Balay's (2010) study, the scale consists of three sub-dimensions consisting of individual, managerial and social creativity and 39 items. There are no reverse items in the scale. There are 16 items in the individual creativity sub-dimension of organisational creativity (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16), 12 items in the managerial creativity sub-dimension (17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28) and 11 items in the social creativity sub-dimension (29, 30, 31, 32, 33, 34, 35, 36, 37, 38). The scale is graded as; Strongly Disagree (1), Slightly Agree (2), Moderately Agree (3), Strongly Agree (4), Fully Agree (5). According to this scoring, the lowest score to be obtained from the scale is 39 and the highest score is 195.

3.5. FINDINGS AND RESULTS

Survey Reliability

For the data obtained from the survey study, Cronbach Alpha, Split, Parallel, Absolute Precise Parallel (strict) tests were carried out as a reliability test. A Cronbach Alpha value above 70% indicates that the survey was successful. Some researchers take this value as 75%. The fact that other criteria are above 70% indicates that the questionnaire has internal consistency and that the results can be trusted (Sart et al., 2018). In this study, the results of the reliability analysis of the questionnaire are Cronbach-Alpha = 0.910, Parallel = 0.908, Split = 0.907-0.913 and Strict = 0.911.

Descriptive Statistics

While 65.4% of the participants are men, 34.6% are women. 43.1% of the participants have an associate degree/bachelor's degree, 31.7% have a master's degree and 27% have a doctorate degree. While 57.1% of the participants are married, 42.9% are single. The working period of 28.5% of the participants in the profession is 1-5 years, 20.1% is 6-10 years, 38.8% is 11-15 years and 12.6% is 15 years or more.

Exploratory Factor Analysis

Factor analysis is a multivariate statistics method intended for finding or discovering a small number of unrelated and conceptually significant new variables (i.e. factors,

dimensions) by bringing together p number of interrelated variables. After the suitability of the data set was confirmed by the tests, the “Principal Components Analysis” approach was applied via the “Oblique” rotation technique as the factor retention method in order to reveal the factor structure.

Table 2. Exploratory Factor Analysis Results

Innovative Work Behavior Scale	PVE	CA	AVE	CR
Idea Generation	21.05%	0.913	0.775	0.892
Research	19.27%	0.910		
Support	17.45%	0.909		
Implementation	15.09%	0.905		
KMO= 0.916; Bartlett $\chi^2= 6713.06$ and $p= 0.000$; Percent of Variance Explained: 73.31%				
Organizational Creativity Scale	PVE	CA	AVE	CR
Organisational Creativity	27.42%	0.907	0.745	0.886
Managerial Creativity	22.19%	0.904		
Social Creativity	20.56%	0.900		
KMO= 0.912; Bartlett $\chi^2= 7101.58$ and $p= 0.000$; Percent of Variance Explained: 70.17%				

PVE: Percent of Variance Explained, CA: Cronbach’s Alpha Coefficient; AVE: Average Variance Extracted; CR: Construct Reliability

As a result of the exploratory factor analysis (EFA); regarding the factor structure, for Innovative Work Behavior Scale, 4 factor structure was obtained, which explained 73.31% of the total variance; for the Organizational Creativity Scale 3 factor structure was obtained which explained 70.17% of the total variance. Following the EFA, there was no need to eliminate any questions since there was no item below 0.20 in the inference column and no item with anti-image matrix diagonal values below 0.50.

Correlation Analysis

Correlation analysis results for innovative work behaviour and organisational creativity are given in Table 3.

Table 3. Correlation Analysis Results

		Innovative Work Behaviour	Organisational Creativity
Innovative Work Behaviour	r	1	
	p	-	
Organisational Creativity	r	0.548	1
	p	0.000*	-

* $p < 0.01$



The dimensions were found to be positively and significantly related to each other. As innovative work behaviour increases, organisational creativity increases by 54.8%.

Regression Analysis

In the study, innovative work behaviour is considered as independent variable and organisational creativity as dependent variable. In the other stage, innovative work behaviour sub-dimensions were taken as independent variables and their effects on organisational creativity were examined. In order to ensure the assumptions, the analyses were carried out with the Newey-West algorithm in Eviews 13.0 version.

Table 4. Regression Analysis Estimation Results

Dependent Variable: Organisational Creativity	Katsayı	St. hata	t istatistiği	p
Constant	0.982	0.121	8.116	0.000*
Innovative work behaviour	0.602	0.088	6.841	0.001*
R ² = 0.605 F _{hesap} =29.12 F _{anlamlılık} =0.000 Harvey test (p) = 0.115 LM test (p)= 0.146 Jarque-Bera (p)=0.248				
Dependent Variable: Organisational Creativity	Katsayı	St. hata	t istatistiği	p
Constant	0.746	0.157	4.752	0.000*
Idea Generation	0.368	0.073	5.041	0.000*
Research	0.322	0.042	7.667	0.012*
Support	0.265	0.066	4.015	0.000*
Implementation	0.319	0.082	3.890	0.000*
R ² = 0.616 F _{hesap} =34.59 F _{anlamlılık} =0.000 Harvey test (p) = 0.134 LM test (p)= 0.167 Jarque-Bera (p)=0.285				

*p<0.05

According to Table 3, when innovative work behaviour increases by 1 unit organisational creativity will increase by 0.602 unit. On the other hand, it was determined that organisational creativity will increase by 0.368 unit when producing increases by 1 unit organisational creativity will increase by 0.322 unit when researching increases by 1 unit organisational creativity will increase by 0.265 unit when supporting increases by 1 unit and organisational creativity will increase by 0.319 unit when implementation increases by 1 unit. For the sub-dimensions, the greatest effect on organisational creativity was found to be producing and research, while the least effect was found to be supporting and implementation. Thus, **hypotheses H₁ and H₂ are confirmed.**

4. CONCLUSION

An important part of the work of Technopark employees is to be innovative. Accordingly, they will increase their productivity in the profession by following the stages of generation of innovative ideas, adoption, support and implementation of innovative ideas. The innovative process will ensure that the employees of different units in the organisational structure are in a well-functioning system for the implementation of a new idea. Depending



on this system, the creativity and innovation capacity of the employees in the organisation will be decisive in the formation of ‘innovative culture’.

The aim of the study is to reveal the effects of innovative work behaviours of people working in technoparks in Istanbul on organisational creativity. As a result of the correlation analysis, the dimensions were found to be positively and significantly related to each other. As innovative work behaviour increases, organisational creativity increases by 54.8%. As a result of regression analysis, innovative work behaviour has a positive statistically significant effect on organisational creativity ($\beta=0.602$, $p<0.01$). innovative work behaviour sub-dimensions of Idea Generation ($\beta=0.368$, $p<0.01$), Research ($\beta=0.322$, $p<0.01$), Support ($\beta=0.265$, $p<0.01$) and Implementation ($\beta=0.319$, $p<0.01$) have a positive statistically significant effect on organisational creativity. While the greatest effect on organisational creativity was found to be producing and researching, the least effect was found to be supporting and implementation.

Research by De Jong and Den Hartog (2007) suggests that organizational support for innovation positively influences IWB by providing autonomy and support to employees. This support enhances intrinsic motivation, leading to increased innovative behaviors and creativity within the organization (Saether, 2019; Khalili, 2016). A systematic review found that HRM practices such as training, development, autonomy, task composition, and feedback significantly influence IWB. These practices enhance job-related knowledge, self-confidence, and the ability to innovate, thereby fostering organizational creativity (Knol & van Linge, 2009; Seeck & Diehl, 2016). Transformational and authentic leadership have been shown to positively impact both IWB and OC. Transformational leaders motivate employees to exceed expectations by encouraging innovation and challenging the status quo, which leads to higher levels of organizational creativity (Garcia-Morales et al., 2012; Afsar et al., 2014). Authentic leadership, characterized by self-awareness and integrity, also supports creative and innovative behaviors among employees (Černe et al., 2013). Studies highlight the importance of feedback from supervisors in enhancing IWB. Feedback helps employees manage their tasks more effectively, reducing time pressure and creating space for implementing innovative ideas, thus boosting organizational creativity (Battistelli et al., 2013).

Research indicates that prosocial impact at work can enhance both creativity and innovativeness. Basic psychological needs satisfaction, such as autonomy and competence, mediates this relationship, demonstrating that when employees feel their social impact is valued, their innovative behaviors and creative output increase (Farrukh et al., 2023). Transformational leadership positively impacts organizational creativity by fostering an environment that encourages innovative work behaviors. Leaders who motivate and empower their employees to embrace new methods and challenge the status quo enhance both creativity and innovation within the organization. Similarly, authentic leadership, characterized by self-awareness and integrity, supports the development of creative and innovative behaviors among employees (Garcia-Morales et al., 2012; Zhang and Su, 2020). A study examining the mediating role of innovative behavior found that employee creativity significantly contributes to organizational innovation. Creative engagement and problem-solving at work are essential in translating innovative ideas into practical implementations, thereby driving organizational change and development (Wong et al., 2023).



In particular, innovative research is needed to increase the level of innovation capabilities in technopark employees. Therefore, there is a need for methods that will carry innovation to a higher level. It is obvious that innovative methods should be internalised and reflected to university education in general. There is a need to create an organisational environment in which the creativity capacities of Technopark employees will be increased and which will pave the way for educators to develop themselves and make them sustainable. Therefore, it is essential for managers to provide opportunities for an understanding that supports creative activities, to help employees about the ways and methods to be followed that will be positive in achieving their goals, and to realise actions that will make them understand the importance of teamwork.

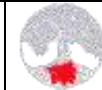
While organisational creativity is a subject that has been examined and studied a lot in terms of firms, it has been a subject of less interest for technopark employees. It is thought that this study will contribute to the literature in this direction. The study is limited to the province of Istanbul, the study can be expanded for technopark employees at the level of different provinces and on the basis of different regions.

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