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THE MEDIATING ROLE CONFLICT WITH CO-WORKERS IN THE EFFECT OF INDIVIDUAL INNOVATIVE BEHAVIOURS ON THE ROLE CONFLICT AND ROLE AMBIGUITY OF WORKERS

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ABSTRACT: The purpose of this study is to determine the effect of individual innovative behaviours on the role conflict and Role ambiguity of workers and the mediating role of Conflict with Co-Workers in this effect. The sample of the study was comprised of 387 participants chosen from among the workers of public and private health sector active in Mersin Province with Simple Random Sampling method. Data were obtained with face to face survey method. When analysing data obtained in the study, Statistical Package for Social Sciences (AMOS and SPSS) was used. Within this framework, when determining the relations between the variables, statistical methods of correlation analysis, hierarchic regression analysis and Sobel test were used. As a result of the research, it was found that innovative behaviour affects role conflict positively and conflict with co-workers has a mediating effect in this relationship. However, no meaningful relationship was found between innovative behaviour and role ambiguity. That the study revealed individual innovative behaviours in organizations may have positive results as well as negative results and they may affect role conflict and conflict with co-workers positively is one of the most important findings of this study.
Keywords: Innovative Behaviour, Role Conflict, Role Ambiguity, Conflict With Co-Workers

BİREYSEL YENİLİKÇİ DAVRANIŞLARIN; ROL ÇATIŞMASI VE ROL BELİRSİZLİĞİNE ETKİSİNDE ÇALIŞMA ARKADAŞLARI İLE ÇATIŞMANIN ARACILIK ROLÜ

ÖZ: Bu çalışmanın amacı bireysel yenilikçi davranışların çalışanların rol çatışması ve rol belirsizliğine etkisi ve bu etkide çalışma arkadaşları ile çatışmanın aracılık rolünün tespit edilmesidir. Araştırmanın örneklemini, Mersin ilinde faaliyet gösteren kamu ve özel sağlık sektörü çalışanlarının arasından basit tesadüfî yöntem ile seçilen 387 katılımcı oluşturmuştur. Veriler yüz yüze anket yöntemiyle elde edilmiştir. Araştırmada elde edilen verilerin analizinde Sosyal Bilimler için İstatistik Paketi kullanılmıştır (AMOS ve SPSS). Bu çerçevede, değişkenler arasındaki ilişkilerin belirlenmesinde korelasyon analizi, hiyerarşik regresyon analizi ve Sobel testi istatistiksel yöntemleri kullanılmıştır. Araştırma sonucunda; yenilikçi davranışın rol çatışmasını pozitif yönde etkilediği ve çalışma arkadaşları ile çatışmanın bu ilişkide aracılık etkisinin olduğu belirlenmiştir. Ancak bireysel yenilikçi davranış ile rol belirsizliği arasında anlamlı bir ilişki tespit edilememiştir.
Anahtar Sözcükler: Yenilikçi Davranış, Rol Çatışması, Rol Belirsizliği, Çalışma Arkadaşları ile Çatışma

1. INTRODUCTION

Increase in competition, globalization of companies and businesses, changes in market and technology has caused companies to develop different ways and strategies to gain competition advantage. Innovativeness is regarded as competition superiority and one of the ways of organizational success. Today, it is known by the organizations that making innovations in all areas of business life is necessary for sustainable growth and to obtain better performance (Jafri, 2010, 62). Because of today's ambiguity, instability related to economic environment and turbulence, workers' adopting and applying innovativeness has become very important for organizational success and competitive power (West, 2002). Innovativeness is considered to be the most important skill for organizations wanting to create competitive advantage (Schumpeter, 1934). In addition to this, organizations become innovative with their workers. Innovative work behaviours of workers are a determinative key entity for the success of organization in fast-changing work environment (Yuan and Woodman, 2010¸West and Farr, 1990; Janssen, 2000), because workers with innovative behaviours create and apply innovative ideas (Amabile, et. al., 1996). Innovative work behaviour is a voluntary and optional behaviour which is not generally included in job definitions for most of workers. (Janssen, 2000). Therefore, examining what motivates or activates innovative behaviours of individuals is critically important for executives (Scott and Bruce, 1994b).

In addition to need felt for individuals' internalization of innovative behaviours, Companies currently are currently facing bigger threats than those before to struggle with competitive requests of private and business life (Byron, 2005; Kinnunen and Mauno, 2008). In addition to quantitative requests, innovative behaviour involves creating a new or different thing. Therefore, it heads for change (Spreitzer, 1995). Other workers in the working environment may incline to resistance because they feel distrust against and uncertain about these changes (Jones, 2001; Likert, 1967; Argyris, 1957). So, it is probable that innovative workers will encounter those trying to prevent changes in the working environment. Convincing workers of benefits of innovativeness may be hard and emotionally arduous. Therefore, it needs important and compelling cognitive and socio-political efforts related to generating, promoting and realizing ideas. When its hard nature is considered, innovative behaviour may be thought to be potentially stress-creating that may cause stress reactions (Janssen, 2004: 202). So, the price that an innovative worker must pay, that is, problems that innovative behaviour cause are not usually taken into consideration (Janssen, Van De Vliert and West, 2004: 130; Shih and Susanto, 2011: 111). Within this scope, examining negative effects of innovative behaviour is a critical issue for organizations (Rhee, et. al., 2017). Starting from this problem in the literature, this study was designed in order to research the relations between role conflict, role ambiguity and conflict with co-workers which are among the problems the individuals may face as a result of their innovative behaviours. Questionnaire was conducted to workers in institutions active in health sector in Mersin Province, their levels of displaying innovative behaviour and relationships between the variables. In accordance with the findings obtained as a result of analyses, some advices which will have leading characteristics for executives and professionals were given.

2. LITERATURE REVIEW

2.1. Individual Innovative Behaviour

An enormous increase has been observed in the relationship between the organizations in the current business environment. Organizations are trying to differentiate themselves from other organizations with innovations. Innovation is an important factor in adaptation to changes in environmental powers and rival strategies for an organization (Devloo et. al., 2014).

Innovativeness of an organization is based on innovative work behaviours of its workers (De Jong and Den Hartog, 2010). According to Midgley and Dowling (1978), individual innovativeness means that individuals are open to new opinions and they decide to adapt to an innovation as independently from the effect of other workers' experiences. According to West and Farr (1990), individual innovative behaviour is called "all individual actions aimed at creating, promoting and applying beneficial innovations at the level of any organization". It is claimed that innovative behaviour of workers which is defined as promotion, adaptation and application of new ideas for product, technology and work methods by workers (Yuan and Woodman, 2010) is generally the most important determinant of organizational success (Bos-Nehles, Bondarouk and Nijenhuis, 2017). Many practitioners and academicians support the idea that individual innovativeness helps reaching organizational success (Amabile, 1988; Smith, 2002; Unsworth and Parker, 2003). Innovative behaviours of workers have great importance for organization's survival and effectiveness. (Woodman, Sawyer, and Grif, 1993; Scott and Bruce, 1994b; Shalley, 1995; Oldham and Cummings, 1996;)

Many researchers accept that individual innovative behaviour involves three stages, "generation of ideas", "promotion of ideas" and "realization of ideas" (Scott and Bruce, 1994b; De Jong and Den Hartog, 2010). Individual innovation starts with idea generation, that is, starts with generating new and beneficial ideas in any field (Kanter, 1988; Woodman, Sawyer and Griffin, 1993; Mumford, 2000). The stage of idea generation is to promote it via improving current products or processes or solving problems, thinking about alternative ways, combining or reorganizing information and existing concepts (De Jong and Den Hartog, 2010). The next stage of innovation is improvement of ideas, promotion of the idea to potential supporters. After a new idea has been generated, because it will request a change in working methods, it must be encouraged and supported in a way that it will be able to respond to resistance to form. That is, when a worker has generated a new idea, he has to determine his supporters and sympathisers and to form unity (Galbraith, 1982; Kanter, 1988; Janssen, 2004: De Jong and Den Hartog, 2010). The last stage of innovation process is related to implementation of the idea via generating a prototype or model which can be experienced in a work role, a group or whole organization and which can be implemented in the end (Kanter, 1988). In other words, it is that new ideas are realized, that a prototype or model of a new product, technology or process is generated, that a prototype is tested and modified (Scott and Bruce, 1994a) and at the last stage, that the new product, technology or process together with other activities, becomes routine.

Optional innovative activities are always needed to adapt new circumstances and unusual conditions in organizations. Whereas it is claimed that generalizing innovative attempts contributes to organizational effectiveness (Amabile, 1988; Kanter, 1988; Oldham and Cummings. 1996; Scott and Bruce, 1994b; Shalley. 1995; West and Farr, 1990; Woodman, Sawyer, and Griffm. 1993; West, 2002; Jafri, 2010; Yuan and Woodman, 2010). The number of researches about what would be the price that an individual worker would have to pay to adapt an innovative approach was not sufficient (Janssen,

2003, 347; Janssen, Van De Vliert and West, 2004: 130; Shih and Susanto, 2011: 111). Researches were made on very limited number of variables such as intention to leave, turnover intention, conflict with co-workers which are negative attitudes and behaviours that individual innovative behaviours will cause in the literature. In this study, considering that workers displaying individual innovative behaviour may face role conflict and role ambiguity, these two models were included in the study model.

2.2. Role Conflict and Role Ambiguity

Large part of role stress literature is based on role episode model of Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964). Role stress is usually with reciprocal relationship but comprised of different structures and conceptualized in two dimensions, role ambiguity and role conflict (Rizzo, House and Lirtzman, 1970). Role conflict is that two or more request groups show up simultaneously in a way that adaptation to a role will make the other role more difficult (Kahn et. al., 1964). Role ambiguity is defined as deficiency level of information related to role expectations, methods of fulfilling role expectations which are known, results of role performance (Graen, 1976; Kahn et. al., 1964). According to Kats and Kahn (1978, 206), role ambiguity is the ambiguity the person having a position or status experiences about what behaviours he will display. These two variables together (role ambiguity and role conflict) are called "role stress". Conceptually, being exposed to role stressors has the inclination to reduce individuals' capacities of controlling their work environments and it is expected that this will effectively affect individual's working skill negatively (McGrath, 1976).

Role conflict and role ambiguity which are among role stress sources are the structures which have been researched most in organizational behaviour (Boles and Babin, 1994). Effects of role conflict and role ambiguity on a series of attitudes and behaviours related to work have been intensively investigated. Meta analyses of Fisher and Gitelson (1983) and Jackson and Schuler (1985) showed that the effect of role conflict and role ambiguity on the attitudes and behaviours related to work is widespread. These structures were associated with the higher levels of stress and inclination about leaving an institution as well as lower work satisfaction, loyalty and involving in work (Jackson and Schuler, 1985). Experimental researches about role stress showed that role conflict and role ambiguity bring about negative results for both organization and individual (Kahn, et. al., 1964; Rizzo, House and Lirtzman, 1970; Miles, 1976, Schuler, Aldag and Brief 1977; Morris, Steers, and Koch, 1979; Jackson and Schuler, 1985; Dubinsky et al., 1992; Agarwal, 1993; Sabuncuoğlu, 2008; Kanbur, Canbek and Özyer, 2016; Atay and Gerçek, 2017; Bolat, Alayoğlu and Koçak, 2018).

2.3. Conflict with Co-Workers

Conflicts are inseparable part of workplace behaviour. It may affect the quality of interpersonal relationship negatively. It is known that interpersonal problems are the biggest unhappiness sources in the lives of people. Interpersonal conflicts usually arise in cases when workers have different and contradictory opinions about the subjects related to work. It is a disagreement resulting from that purposes, attitudes, feelings and behaviours between two or more parties are discordant (Nelson, 1994, 390). Basım et al. (2009, 21) approach conflict as a process and define it as disagreement and disharmony between people.

Interpersonal conflicts mean negative loaded social interactions occurring when they are in relation with internal and/or external partners (Spector, 1987). In another definition, interpersonal conflict is defined as interaction between people meaning opposite interests, opinions or ideas (Bell and

Blakeney, 1977). Interpersonal relationships are usually quite sensitive towards the effect of feelings and conflicts. Although they are widespread, interpersonal conflicts represent the main stress and unhappiness source in the lives of people. (Frone, 2000). Especially, workplace conflicts were associated with reducing productivity and psychological stress (Spector and Jex, 1998).

2.4. Relationship Between Individual Innovative Behaviours, Role Conflict and Role Ambiguity

Researches conducted on workplace interactions shows that interpersonal relationships between workers becomes less polite and respectful because of increasing work stresses (Daw, 2001). When problems innovative behaviour will cause (Janssen, Van De Vliert and West, 2004, 130; Shih and Susanto, 2011, 111) and its hard nature are taken into consideration, it may be thought that it is a potential stress creator that may arise stress reactions (Janssen, 2004). Within this concept, individual innovative behaviour may become the source of behaviours of role conflict and role ambiguity to emerge, because, new information, process or product arising from innovative behaviour necessitates workers' being equipped with new information, skills and talents. This condition may naturally cause role ambiguity which is defined as that worker lacks sufficient knowledge he needs to fulfil his role effectively (Sager, 1994, 75; Hartline and Ferrell, 1996, 58) and that he doesn't exactly know what the role team requests from him (Sager, 1994, 75) to emerge. Similarly, this condition may cause some roles to disappear and new roles having simultaneous requests conflicting with each other to emerge. Innovative behaviour is one of the most important triggers of changes that may affect both organization and worker in organizational environment. As Kahn et al. (1964) stated, changes occurring in the organizational environment are one of the causes of role conflict. However, that he cannot adopt knowledge, skills and new approaches that his new role necessitates may cause role conflict (Muchinsky, 1993, 281). It is hard to give up habits and preferences for known applications and actions, because people have the inclination to carry out their original behaviours (Jones, 2001, 398). In the literature scan conducted, it was seen that there is no study dealing with the relationships between individual innovative behaviours and role conflict and role ambiguity. This study was made to remove the deficiency. Hypotheses below were put forward in accordance with the literature mentioned above:

H1 There is a positive relationship between individual innovative behaviour and role conflict.

H1a There is a positive relationship between idea generation and role conflict.

H1b There is a positive relationship between idea promotion and role conflict.

H1c There is a positive relationship between idea realization and role conflict.

H2 There is a positive relationship between individual innovative behaviour and role ambiguity.

H2a There is a positive relationship between idea generation and role ambiguity.

H2b There is a positive relationship between idea promotion and role ambiguity.

H2c There is a positive relationship between idea realization and role ambiguity.

2.5. Relationship Between Individual Innovative Behaviour and Conflict with Co-Workers

Innovative behaviour aims at change (Spreitzer, 1995). Because other workers in the workplace have distrust and ambiguity against this change, they may resist it (Jones, 2001; Likert, 1967; Argyris, 1957). The resistance cause the possibility of innovative workers' encountering workers wanting to prevent changes in the work environment to emerge (Janssen, 2004). Although innovations are intentionally made to be beneficial (West, 1989), an individual worker may have to make tough and

cardinal efforts to generate, promote and realize innovative ideas (Jones, 2004, 211). A worker who generates new ideas for change, pushes the framework of theories and applications his co-workers have shared. Therefore, it is possible that a worker with innovative behaviour resists his co-workers who are interested in protecting existing paradigm or who want to avoid ambiguity and distrust surrounding the change. Innovative behaviour leads to conflict with co-workers wanting to prevent from innovative change and as a result of this, this interpersonal disagreement obstructs innovative worker's developing and sustaining satisfactory relationships with the co-workers (Janssen, 2003, 347-348). So, worker displaying innovative behaviour may conflict with different work groups or co-workers (Kanter, 1988).

There are few experimental studies dealing with the relationship between these two variables. Shih and Susanto found (2011) that there is a positive and meaningful relationship between individual innovative behaviour and conflict with co-workers. In a study conducted on secondary school teachers, it was found that innovative behaviour causes conflict with co-workers (Janssen, 2003, 360). In parallel with literature scan and experimental studies, the hypotheses below were put forward;

H3 There is a positive relationship between individual innovative behaviour and conflict with co-workers

H3a There is a positive relationship between idea generation and conflict with co-workers.

H3b There is a positive relationship between idea promotion and conflict with co-workers.

H3c There is a positive relationship between idea realization and conflict with co-workers.

2.6. Relationship Between Conflict with Co-Workers and Role Conflict and Role Ambiguity

That interpersonal conflicts, especially those occurring between workers at the workplace, are the main stress and unhappiness source (Frone, 2000) was associated with psychological stress (Spector and Jex, 1998). Role theory states that individuals become unhappy and their performances fall when behaviours expected from them are inconsistent. A similar effect springs when worker perceives that the information about his duties related to work is ambiguous (Kahn et al. 1964; Rizzo, House and Lirtzman, 1970). As known, attitudes and behaviours of co-workers have a determinant effect on worker's perception related to role of him. It is one of the main data sources helping ambiguity of information that worker has obtained from attitudes and behaviours that his friends display against his role, what the knowledge and skills related to his role are and requirements related to his work disappear. However, if worker has a conflict with his co-workers, this data flow will be cut or wrong data will start to come. Such conditions may cause conflicts and ambiguity related to role of worker to increase. In the literature scan conducted, it was seen that there is no study dealing with relationships between conflict with co-workers and role conflict and role ambiguity. In parallel with literature scan mentioned above, the hypotheses below were put forward;

H4 There is a positive relationship between conflict with co-workers and role conflict.

H5 There is a positive relationship between conflict with co-workers and role ambiguity.

Researching mediating role of conflict with co-workers may contribute to better understanding of the effect of an innovative behaviour of a worker on role conflict and role ambiguity. Based on discussions presented above, current study suggests that individual innovative behaviours increase role conflict, role ambiguity and conflict with co-workers. In addition, it is suggested that conflict with co-workers would have mediating role in the effect of innovative behaviours on the relationship between role conflict and role ambiguity. Therefore, the hypotheses below were tested.

H6 Conflict with co-workers has a mediating effect in the effect of individual innovative behaviour on role conflict.

H6a Conflict with co-workers has a mediating effect in the effect of idea generation on role conflict.

H6b Conflict with co-workers has a mediating effect in the effect of idea promotion on role conflict.

H6c Conflict with co-workers has a mediating effect in the effect of idea realization on role conflict.

H7 Conflict with co-workers has a mediating effect in the effect of individual innovative behaviour on role ambiguity.

H7a Conflict with co-workers has a mediating effect in the effect of idea generation on role ambiguity.

H7b Conflict with co-workers has a mediating effect in the effect of idea promotion on role ambiguity.

H7c Conflict with co-workers has a mediating effect in the effect of idea realization on role ambiguity.

3. DATA AND METHODOLOGY

Questionnaire method was used as data collection tool in the study. The Questionnaire involves two section and total of 32 questions. In the first section, there is demographic information, and in the second section are questions related to idea generation (IG), idea promotion (IP) and idea realization (IR) which are three dimensions of innovative behaviour which is the independent variable, and role ambiguity (RA) and role conflict (RC) which are dependent variables, and lastly, conflict with co-workers (CWCW) which is our mediating variable. The questionnaire were applied in the first half of 2018.

Health personnel working in public and private health institutions active in Mersin Province comprise the universe and samples of the empirical study designed to determine the effect of individual innovative behaviours on role ambiguity and role conflict and the role of conflict with co-workers in this effect. Various analyses related to the model formed under the light of utilizable 387 questionnaires (n=387) which were obtained from among the samples were made. Samples obtained 387-person sampling in the study (Sekaran, 1992, 253).

After confirmatory factor analysis, hypotheses and mediating effects were tested with three-step hierarchic regression analysis suggested by Baron and Kenny (1986). Hypotheses and structured research model are in Figure 1.

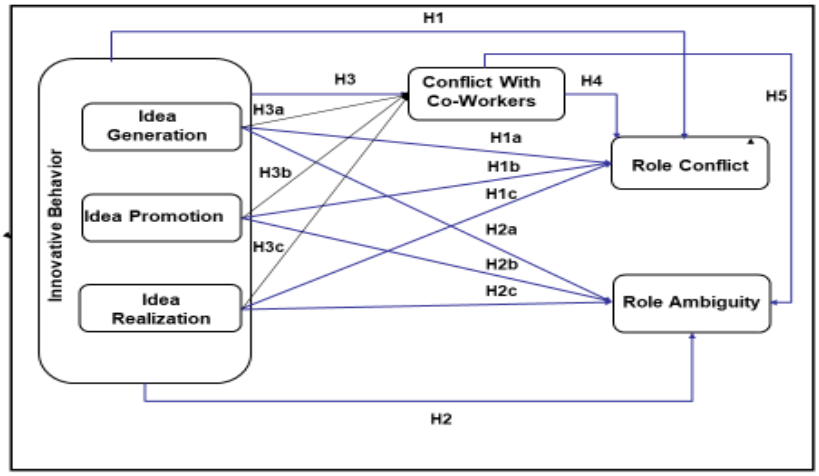

Figure 1: Research Model and Hypotheses

Research Scales:

Innovative Behaviour Scale: "Individual Innovative Behaviour" scale comprised of 3 dimensions which was developed by (2003) was used to determine perceptions of health personnel working in public and private health institutions active in Mersin Province related to individual innovative behaviours. In the study conducted by Janssen (2003), innovative behaviours are idea generation (three expressions), idea promotion (three expressions) and idea realization (three expressions). This scale was validated in Turkish by Eroğlu et al. (2018) and Cronbach alpha reliability coefficient was found to be .97 as a result of reliability analysis. Each dimension of innovative behaviour was tried to be measured with this 9-item scale. The items under the explanatory sentence "How often do you think you perform work activities below?" are "To generate new ideas in hard circumstances", "To activate supports to innovative ideas", "To carry innovative ideas systematically to work environment." Responses were gotten with 5-point likert scale (1= never, 5= always). After then, confirmatory factor analysis was made with AMOS. It was found that data fitted to single-factor structure of the scale and factor loads were between .74 and .67. Goodness of fit Values of the scale, together with those of other scales, are in Table 1. As a result of reliability analysis, total Cronbach alpha reliability coefficient of the scale was found to be .89. The result of KMO analysis of three-dimensional scale was found to be .90, Barlett Test meaningful (p=.000) and explained variance .75. After this analysis, confirmatory factor analysis was made with AMOS. As a result of factor analysis, it was determined that data fitted to 3-factor structure of the scale as a result of I. level multi-factor structure. Goodness of Fit values of the scale, with the findings of other scales, are in Table 1 collectively. As a result of reliability analysis, cronbach alpha reliability coefficients of idea generation, idea promotion, idea realization and individual innovative behaviour are determined to be .81, .79, .87, .89 consecutively.

Conflict with Co-Workers Scale: The 4-item scale developed by Janssen (2003) was used to determine levels of conflict that health workers experience with co-workers. The scale validated in Turkish by Eroğlu et al. (2018) and as a result of reliability analysis, Cronbach alpha reliability coefficient was found to be .86. Questions in the 4-expression scale are "Have you and your co-workers

got different ideas about the problems of the institution?", "Have you and your co-workers got different points of view about the organizational activities". Responses were gotten with 5-point likert scale (1= strongly disagree, 5= strongly agree). Exploratory factor analysis was made to test structure validity of the scale in the study. It was found that data fitted to single-factor structure of the scale, factor loads were between .88 and .76, the result of KMO analysis .83, Barlett Test meaningful (p=.000) and explained variance .79. After then, confirmatory factor analysis was made with AMOS. it was determined that data fitted to single-factor structure of the scale. Goodness of Fit values of the scale, with the findings of other scales, are in Table 1 collectively. As a result of reliability analysis, cronbach alpha reliability coefficient of the scale was found to be .91.

Role Ambiguity Scale: 6-item scale, which was developed by Rizzo et al. (1970) and then which was used by Schuler et al. (1977) and House et al. (1983) was used to determine role ambiguity levels perceived by workers of health sector. As a result of reliability analysis made by Rizzo et al. (1970), Cronbach alpha reliability coefficient of the scale was found to be .87. The questions are "I don't know how much authority I have.", "There are clear, planned goals and purposes related to my work". Responses were gotten with 5-point likert scale (1= strongly disagree, 5= strongly agree). Exploratory factor analysis was made to test structure validity of the scale in the study. It was found that data fitted to single-factor structure of the scale, factor loads were between .82 and .75, the result of KMO analysis .84, Barlett Test meaningful (p=.000) and explained variance .53. After then, confirmatory factor analysis was made with AMOS. It was determined that data fitted to single-factor structure of the scale. Goodness of Fit values of the scale, together with the findings of other scales, are in Table 1 collectively. As a result of reliability analysis, cronbach alpha reliability coefficient of the scale was found to be .82.

Role Conflict Scale: 8-item scale, which was developed by Rizzo et al. (1970) and then which was used by Schuler et al. (1977) and House et al. (1983) was used to determine role conflict levels perceived by workers of health sector. As a result of reliability analysis made by Rizzo et al. (1970), Cronbach alpha reliability coefficient of the scale was found to be .82. The questions in 8-item scale are "I have to do the works which have to be done in different ways", "I have to act against some rules or decisions to manage my work". Responses were gotten with 5-point likert scale (1= strongly disagree, 5= strongly agree). Exploratory factor analysis was made to test structure validity of the scale in the study. It was found that data fitted to single-factor structure of the scale, factor loads were between .85 and .77, the result of KMO analysis .82, Barlett Test meaningful (p=.000) and explained variance .60. After then, confirmatory factor analysis was made with AMOS. It was determined that data fitted to single-factor structure of the scale. Goodness of Fit values of the scale, with the findings of other scales, are in Table 1 collectively. As a result of reliability analysis, cronbach alpha reliability coefficient of the scale was found to be .82.

Table 1: Goodness of Fit Values of the Scales as a Result of Confirmatory Factor Analysis

Variables	X^2	df	CMIN/ DF ≤5	GFI ≥.85	AGFI ≥.80	CFI ≥.90	NFI ≥.90	TLI ≥.90	RMSEA ≤.08
1.Innovative Behaviour	39,672	22	1,8	0,90	0,98	0,99	0,98	0,98	0,04
2.Conflict with Co-Workers	9,86	4	2,6	0,98	0,96	0,97	0,98	0,97	0,04
3.Role Ambiguity	41,086	9	4,5	0.94	0.94	0.95	0.94	0.91	0.08
4.Role Conflict	14,76	8	1,8	0.95	0.96	0.96	0.97	0.94	0.05

4. FINDINGS AND DISCUSSIONS

Pearson correlations were calculated in order to determine the relationship between the variables. (Table 2). Reliability findings are presented in brackets at the end of the rows in the Table. As a result of the analysis, it is seen that role conflict has positive relationships with idea generation, idea promotion and idea realization, which are three sub-dimensions of innovative behaviour, has a meaningful and positive relation with conflict with co-workers which was determined as mediating variable. However, no meaningful relationships found between the second dependent variable, role ambiguity, and independent variables. Similarly, it is seen that there is no meaningful relationship between conflict with co-workers and role ambiguity.

Table 2: Average, Standart Deviation and Correlation Values

Variables	Means	SD	1	2	3	4	5	6	7
1.Innovative Behaviour (IB)	4.21	0.68	(.89)						
2.Idea Generation (IG)	4.16	0.81	.81**	(.81)					
3. Idea Promotion (IP)	4.26	0.74	.88**	.54**	(.79)				
4.Idea Realization (IR)	4.20	0.83	.89**	.54**	.75**	(.87)			
5.Conflict with Co-Workers (CWCW)	3.73	1.11	.67**	.42**	.51**	.43**	(.91)		
6. Role Ambiguity (RA)	3.52	0.87	.25	.17	.34	.22	.03	(.82)	
7. Role Conflict (RC)	3.81	0.84	.44**	.32**	.36**	.49**	.63*	.33*	(.82)

Not: Alpha coefficients are in parentheses.
*p≤.05. **p≤.01

Within the scope of mediating test, independent variable, individual innovative behaviours, was dealt with as a whole and its relationship with role conflict was examined in the first stage. At the first step of this stage, It was seen that IB affects RC meaningfully (β= .44, p<.01). At the next step, the effect of moderato role of IB on CWCW was examined. As a result of the analysis, it was determined that IB affects CWCW meaningfully (β= .67, p<.01). At this stage, effects of CWCW, whose mediating role was examined, on RC were also examined and reported. It was found that CWCW affects RC meaningfully (β= .63, p<.01). At the last step of this stage, IB and CWCW, whose mediating role was

investigated, were analysed together and their effects on RC were examined. As a result of this analysis, the effect of IB on RC continued and decreased (β= .36, p<.01), the effect of CWCW on RC continued (β= .51, p<.01). After these conditions were enabled, Sobel test was made to determine mediating effect and Sobel(z) was found to be meaningful (z=4.3, p<.01). This finding shows that CWCW assumes partial mediating role in the effect of IB on RC. As a result of analyses of this section, it is seen that H1, H3, H4 and H6 which has mediating hypothesis are supported.

Within the scope of mediating test, variables which are three sub-dimensions of independent individual innovative behaviour were analysed in the next stages. Firstly, the relationship between role generation and role conflict was investigated. At the first step of this stage, it was seen that IG affects RC meaningfully (β= .32, p<.01). At the next step, the effect of IG on CWCW, whose mediating role was investigated, was examined. As a result of the analysis, it was founded that IG affects CWCW meaningfully (β= .42, p<.01). At the last step of this stage, IG and CWCW, whose mediating role was investigated, were analysed together and their effects on RC were examined. As a result of the analysis, it was founded that the effect of IG on RC continued and decreased (β= .20, p<.01), the effect of CWCW on RC continued (β= .29, p<.01). After these conditions were enabled, Sobel test was made to determine mediating effect and Sobel (z) was found to be meaningful (z=7.1, p<.01). This finding shows that CWCW assumes partial mediating role in the effect of IG on RC. As a result of analyses of this section, it is seen that H1a, H3a, and H6a which has mediating hypothesis are supported.

In the second stage of mediating test of sub-dimensions, relationships between the second sub-dimension, idea promotion, and role conflict were examined. At the first step of this stage, it was seen that IP affects RC meaningfully (β= .36, p<.01). At the second step, the effect of IP on CWCW, whose mediating role was investigated, was examined. As a result of the analysis, it was determined that IP affects CWCW meaningfully (β= .51, p<.01). At the last step of this stage, IP and CWCW, whose mediating role was investigated, were analysed together and their effects on RC were examined. As a result of this analysis, the effect of IP on RC continued and decreased (β= .24, p<.01), the effect of CWCW on RC continued (β= .39, p<.01). After these conditions were enabled, Sobel test was made to determine mediating effect and Sobel(z) was found to be meaningful (z=5.7, p<.01). This finding shows that CWCW assumes partial mediating role in the effect of IP on RC. As a result of analyses of this section, it is seen that H1b, H3b and H6b which has mediating hypothesis are supported.

In the last stage of mediating test, the relations between the third sub-dimension, idea promotion, and role conflict was tested. At the first step of this stage, it was seen that IP affects IR meaningfully (β= .49, p<.01). At the second step, the effect of IR on CWCW, whose mediating role was investigated, was examined. As a result of the analysis, it was determined that IR affects CWCW meaningfully (β= .43, p<.01). At the last step of this stage, IR and CWCW, whose mediating role was investigated, were analysed together and their effects on RC were examined. As a result of this analysis, the effect of IR on RC continued and decreased (β= .33, p<.01), the effect of CWCW on RC continued (β= .28, p<.01). After these conditions were enabled, Sobel test was made to determine mediating effect and Sobel(z) was found to be meaningful (z=4.4, p<.01). This finding shows that CWCW assumes partial mediating role in the effect of IR on RC. As a result of analyses of this section, it is seen that H1c, H3c and H6c which has mediating hypothesis are supported.

Table 3: Results of Regression Analyses (main and moderating effects) (IB-CWCW-RC)

		β	
		CWCW	**RC**
IB	**Test 1**		
	IB		**.44**
	Adjusted R²		.19
	ΔR^2		.19
			(F=342.6)**
	Test 2		
	IB	**.67**	
	Adjusted R²	.30	
	ΔR^2	.30	
		(F=401)**	
	Test 3		
	IB		.36
	CWCW		.51
	Adjusted R²		.26
	ΔR^2		.25
	Sobel test (z)= **5.2****		**(F=371**)**

** p< .01

Table 4: Results of Regression Analyses (main and moderating effects) (IG-CWCW-RC)

		β	
		CWCW	**RC**
IG	**Test 1**		
	IG		**.32**
	Adjusted R²		.10
	ΔR^2		.10
			(F=221)**
	Test 2		
	IG	**.42**	
	Adjusted R²	.18	
	ΔR^2	.17	
		(F=674)**	
	Test 3		
	IG		.20
	CWCW		.29
	Adjusted R²		.26
	ΔR^2		.26
	Sobel test (z)= **7.1****		**(F=189**)**

** p< .01

Table 5: Results of Regression Analyses (main and moderating effects) (IP-CWCW-RC)

		β	
		CWCW	**RC**
IP	**Test 1**		
	IP		**.36**
	Adjusted R²		.13
	ΔR^2		.13
			(F=447)**
	Test 2		
	IP	**.51**	
	Adjusted R²	.26	
	ΔR^2	.26	
		(F=358)**	
	Test 3		
	IP		.24
	CWCW		.39
	Adjusted R²		.28
	ΔR^2		.28
	Sobel test (z)= **5.7****		**(F=272**)**

** p< .01

Table 6: Results of Regression Analyses (main and moderating effects) (IR-CWCW-RC)

		β	
		CWCW	**RC**
IR	**Test 1**		
	IR		**.49**
	Adjusted R²		.24
	ΔR^2		.24
			(F=216)**
	Test 2		
	IR	**.43**	
	Adjusted R²	.19	
	ΔR^2	.18	
		(F=121)**	
	Test 3		
	IR		.33
	CWCW		.28
	Adjusted R²		.11
	ΔR^2		.11
	Sobel test (z)= **4.4****		**(F=412**)**

** p< .01

5. CONCLUSION

An applied research whose universe is comprised of workers of public and private health sector active in Mersin Province was made. The effect of individual innovative behaviour on role ambiguity and role conflict and mediating role of conflict with co-workers in this effect were analysed in this study.

With this analysis, the effects of variables included in the analysis on role conflict, role ambiguity and conflict with co-workers were tried to be explained with the help of hierarchic regression analysis. Explanatory findings aimed at the effect of individual innovative behaviour on role ambiguity, role conflict and conflict with co-workers related to health sector were obtained in the study.

When results of analyses were examined, it was seen that total individual innovative behaviour affects role conflict and conflict with co-workers meaningfully and positively. The analyses show that conflict with co-workers assumes partial mediating role in the effect of innovative behaviour on role conflict. As a result of these analyses, it is seen that H1, H3, H4 and H6 which has mediating hypothesis are supported. It was found that individual innovative behaviour affects role conflict positively and meaningfully, which is in parallel with the literature. When it is considered that individual innovative behaviour forms some negativeness (Janssen, Van De Vliert and West, 2004, 130; Shih and Susanto, 2011, 111) and when it is thought to be a potential stressor (Janssen, 2004) in the literature, it is evaluated that individual innovative behaviour may be a factor enabling role conflict to emerge and may cause role conflict to increase. Individual innovative behaviour

The findings of this study aimed at the relationships between the variables, individual innovative behaviour and conflict with co-workers are in parallel with the literature and findings of experimental study (Shih and Susanto, 2011; Janssen, 2003, 360).

After analysing individual innovative behaviour as a whole, sub-dimensions of individual innovative behaviour were analysed. Firstly, the relationship between idea generation dimension and role conflict was investigated. It was seen that idea generation affects role conflict and conflict with co-workers meaningfully and positively. As a result of mediating analyses, it was seen that conflict with co-workers assumes partial mediating role in the relationship between idea generation and role conflict. According to findings of analysis, it is seen that H1a, H3a, and H6a which has mediating hypothesis are supported.

The relationships between idea promotion which is the second sub-dimensions of innovative behaviour and role conflict were investigated. It was seen that idea promotion affects role conflict and conflict with co-workers meaningfully. As a result of mediating analyses, it was seen that conflict with co-workers assumes partial mediating role in the relationship between idea promotion and role conflict. According to findings of analysis, it is seen that H1b, H3b, and H6b which has mediating hypothesis are supported.

The relationships between idea realization which is the third sub-dimensions of innovative behaviour and role conflict were investigated. It was seen that idea promotion affects role conflict and conflict with co-workers meaningfully. As a result of mediating analyses, it was seen that conflict with co-workers assumes partial mediating role in the relationship between idea realization and role conflict. According to findings of analysis, it is seen that H1c, H3c, and H6c which has mediating hypothesis are supported.

When these three dimensions are evaluated, it is seen that the dimension of idea promotion is the one which affects conflict with co-workers the most, because this stage is the most critical one in which a series of activities are carried out to break the resistance of co-workers and potential alliances are formed to realize the new idea (Galbraith, 1982; Kanter, 1988; Janssen, 2004: De Jong and Den Hartog, 2010). Of the three dimensions of innovative behaviour, the dimension which affects role conflict the most is idea realization. This dimension is a process which involves producing a prototype or model of a new product, technology or procedure (Scott and Bruce, 1994a), and testing and modifying the

prototype (Scott and Bruce, 1994a) and routinizing the new method of those and which enables new works and positions to emerge. New works and positions, which have emerged, naturally require workers to assume new roles. Such condition will cause new roles to be added to existing ones and some roles to disappear. So, worker may face role conflict more in a complicated and intensive process such as fitting in with emerging new roles, giving up habits of old roles which have been disappeared etc. Accordingly, idea realization stands out as the sub-dimension in which role conflict will be experienced more when compared to the first two sub-dimensions.

It is an expected result that conflict with co-workers has mediating effect (H6, H6a, H6b and H6c) in the effect of individual innovative behaviour as well as its sub-dimensions on role conflict as a whole. Because individual innovative behaviours cause new works and positions which don't exist before to emerge. New roles and changing or disappearing and continuing old roles may cause worker to face with role requests conflicting with each other. Similarly, as resistance and level of worry of co-workers increase, danger of conflict with co-workers increases and this condition may cause innovative behaviours to increase role conflict.

As a result of correlation analyses made between the variables, role ambiguity, individual innovative behaviours and conflict with co-workers, no meaningful relationship was found. So, hypotheses, H2, H2a, H2b, H2c, H5, H7, H7a, H7b and H7c were rejected. It was found in the study that individual innovative behaviours affect role conflict and conflict with co-workers positively. In parallel with these findings, role ambiguity was expected to increase. However, this result was not obtained. New knowledge, process or product appearing as a result of innovative behaviour means new knowledge, skills and talents for workers. Because worker lacks knowledge and experience he needs to carry out the requirements of his new role (Sager, 1994, 75; Hartline and Ferrell, 1996, 58) and role team cannot know exactly what is expected from him (Sager, 1994, 75) such condition was thought to cause role ambiguity to emerge and to affect it positively. However, by nature – the point in question is human life - for the work health sector workers, who were chosen as samples, do, it requires worker to have both practical and theoretical knowledge related to his work completely. Therefore, role ambiguity relationship may not have been observed in this study. So, relationship between individual innovative behaviour can be clarified with researches to be carried out with data to be obtained from different sectors, occupational groups or regions.

That the study revealed individual innovative behaviours in organizations may have positive results as well as negative results and they may affect role conflict and conflict with co-workers positively is one of the most important findings of this study. The second one is that no study researching the mediating role of conflict with co-workers in the relationship between these two variables was found. The other important finding of the study is that conflict with co-workers has positive effect on individual innovative behaviors' increasing role conflict. The contribution of this study to application is that it enables the thought that individual innovative behaviours is beneficial for organization and worker in all conditions and circumstances to be approached suspiciously and provides awareness aimed at that it may trigger some dangerous attitudes and behaviours. So, leaders and workers in business can be advised that innovative behaviours may have negative effects on operations of organization and relationships between workers and therefore they should take some precautions which will reduce or remove effects of these negative attitudes and behaviours while performing management functions.

One of the limitations of the research is that the research was conducted only in one sector and in one region. So, different findings may be obtained in the researches to be conducted in other sectors and

regions. The other important limitation of the research is that it used cross-sectional design. Therefore, controlling relationships between variables and determining causalities is getting harder. Longitudinal researches are needed to evaluate causality relationships. It may be suggested for the studies to be conducted ahead that the interaction between variables that may cause negative results for organization and workers such as work-family conflict, social loafing, burnout, organizational cynicism, intention to quit and mobbing etc. that individual innovative behaviours are expected to trigger and role of conflict with co-workers in this interaction should be examined.

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