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Örgütsel Davranış Çalışmaları Dergisi (**OBSTUDIES**) yılda iki kez yayımlanan hakemli, bilimsel ve uluslararası bir dergidir. Örgütsel davranış alanına ilişkin teorik ve görgül makalelere, yer verilen dergimizin temel amacı, bu alanlarda akademik bilginin üretimi ve paylaşımına katkı sağlamaktır. Dergimizde “Türkçe” ve “İngilizce” olmak üzere iki dilde makale yayımlanmaktadır. Dergiye yayımlanmak üzere gönderilen yazılar, belirtilen yazım kurallarına uygun olarak hazırlanmalıdır. Dergiye yayımlanmak üzere gönderilen yazılar, daha önce yayımlanmamış ve yayımlanmak üzere gönderilmemiş olmalıdır. Dergide yayımlanan yazılarda belirtilen görüşler, yazarlara ait olup **Örgütsel Davranış Çalışmaları Dergisi**’nin görüşlerini yansıtmaz. **Örgütsel Davranış Çalışmaları Dergisinde** yayımlanmış yazıların tüm yayın hakları saklı olup, dergimizin adı belirtilmeden hiçbir alıntı yapılamaz.

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**SERVANT LEADERSHIP AND INNOVATIVE BEHAVIOR: A
STUDY IN THE BANKING SECTOR¹**

**HİZMETKÂR LİDERLİK VE YENİLİKÇİ DAVRANIŞ: BANKACILIK
SEKTÖRÜNDE BİR ARAŞTIRMA**

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ABSTRACT

In recent years, employees have been encouraged to engage in innovative behaviors within the framework of the concept of servant leadership based on ethical values in private enterprises and public institutions in different cultures. In this study, the relationship between servant leadership and innovative behavior is examined with 415 data obtained by convenience sampling method in banks operating in Adana province. Correlation and regression analyses show that there is a positive relationship between servant leadership and innovative behavior, and servant leadership significantly affects innovative behavior.

Keywords: Leadership, Servant Leadership, Innovative Behavior, Banking Sector, Survey Technique.

ÖZ

Son yıllarda farklı kültürlerdeki özel işletmelerde ve kamu kurumlarında çalışanların etik değerlere dayalı hizmetkâr liderlik anlayışı çerçevesinde yenilikçi davranışlarda bulunmaları teşvik edilmektedir. Bu çalışmada hizmetkâr liderlik ile yenilikçi davranış arasındaki ilişki, Adana ilinde faaliyet gösteren bankalardan kolayda örnekleme yöntemiyle elde edilen 415 veri ile incelenmektedir. Korelasyon ve regresyon analizleri hizmetkâr liderlik ile yenilikçi davranış arasında pozitif bir ilişki olduğunu ve hizmetkâr liderliğin yenilikçi davranışı önemli ölçüde etkilediğini göstermektedir.

Anahtar Kelimeler: Liderlik, Hizmetkâr Liderlik, Yenilikçi Davranış, Bankacılık Sektörü, Anket Tekniği.

¹ This article was produced from the second author's doctoral thesis.

1. Introduction

Leadership is a continuous process in which a leader tries to influence followers to create and achieve a goal or objective, and the achievement of the goal becomes the beginning of a new goal (Zaccaro, Dubrow, & Kolze, 2018). In this process, the behaviors and attitudes of a leader who is trusted by group members and their constituents are described as reliability, integrity, consistency, readiness to accept feedback, confidence, collaboration, effective communication, and predictability (Legood, van der Werff, Lee, & Den Hartog, 2021; Schrujijer & Vansina, 2002).

Servant leadership has been studied a lot in recent years because it is different way of leading compared to other styles. It focuses on the whole person and has a big impact on individuals and teams. Servant leadership, like many other forms of leading, was first developed in the United States. The idea of servant leadership was made up by Greenleaf in 1970 in his article "The Servant as Leader." It means that leaders should treat their followers nicely and help them grow and improve. According to Russell and Stone (2002), the servant leader is considered the best and most inclusive type of leader. They see the servant leader as someone who leads while treating others as equals. Their main goal is to assist and meet the needs of others, instead of being concerned about their own needs. (Van Dierendonck, 2011).

Most studies on servant leadership talk about how and why leaders who serve others behave towards the people they are leading. The most famous example is a paragraph written by Greenleaf in 1977 that goes like this: "The Servant-Leader puts others first and serves them". It starts with the basic desire to help others before oneself. When you make a deliberate decision, you start wanting to be a leader.

Ehrhart (2004) and Graham (1991) highlighted that servant leadership is different from traditional leadership because it prioritizes the needs and concerns of followers and the community over the needs of leaders or organizations. Graham (1991) and Spears (2010) said that instead of making people give up everything for the organization's goals set by the leader, a servant leader focuses on helping the followers grow and meeting their needs. This also makes sure that the employees are happy with the organization they work for.

Because the servant leader cares about their followers' background, values, beliefs, assumptions, and behaviors, it becomes unclear where the line is drawn between work and personal life. Servant leadership is different from other leadership approaches. Instead of just focusing on making the organization better financially and in other ways, servant leadership is more concerned with helping followers grow and develop in different areas, such as their mental health, emotional maturity, and ethical understanding. The focus is on serving others, which aligns with the idea of being a servant leader. Servant leaders aim to serve and treat their followers as valuable individuals who have the potential to grow and improve themselves. Followers believe that they can trust them because of this.

The main things that good leaders do are being honest and fair, helping their followers to improve and do well, giving them power and support, taking care of their emotions, having good ideas and thinking skills, and making a positive impact on the community. Many books and articles have talked about these behaviors in recent years (Dennis, 2005; Eva et al. , 2019; Patterson, 2003).



Additionally, there is evidence from past studies that when servant leaders are present, employees are more likely to have a favorable opinion of their organizations. This includes higher levels of perceived person-organization fit (Irving & Berndt, 2017), person-job fit (Babakus, Yavas, & Ashill, 2010), and organizational identity (Zhao et al., 2016). In turn, it has been discovered that servant leadership is positively correlated with organizational commitment (Miao, Newman, Schwarz, & Xu, 2014) as well as commitment to change (Kool & van Dierendonck, 2012). According to research (Irving & Berndt, 2017; Kool & van Dierendonck, 2012), organizations that practice servant leadership are more likely to outperform their rivals, keep their employees, and develop future leaders.

Employee (Liden et al., 2008), team (Sousa & Van Dierendonck, 2016), and organizational performance (Choudhary, Akhtar, & Zaheer, 2013) have all shown a positive relationship between servant leadership and multiple levels of performance. There is also a growing body of research linking servant leadership to innovative outcomes (Panaccio, Henderson, Liden, Wayne, & Cao, 2015) and employee knowledge sharing (Luu, 2016).

Van de Ven (1986) defines innovative behavior as "the research, development, and implementation of new ideas based on the interrelationship between members in an existing situation." It is also defined as enhancing creativity through the application of individual problem-solving skills in the development and implementation of new ideas, strategies, products, and services (Amabile, 1988). Scott and Bruce (1994) define innovative behavior as an individual developing a practical plan to explore and implement new creative ideas in order to improve organizational performance. In other words, innovative behavior entails actively developing, introducing, and implementing new ideas that can help one's job or group perform better (Orfila-Sintes & Mattsson, 2009).

Vinarski-Peretz, Binyamin, and Carmeli (2011) interpret innovative behavior as a deliberate and managerial behavioral characteristic that involves the application of new ideas across group or organizational tasks to reap organizational, group, or work benefits. According to De Jong and Dean (2014), innovative behavior refers to an employee's discretionary behavior and direct or explicitly accepted behavior beyond the prescribed role. Innovative behavior can be seen as a comprehensive concept that includes all behaviors that employees can go through the innovation process and the result and output is expected to be innovation. The trait of innovative behavior is the result of creativity and involves turning the creative process into profit. According to Harbor and John (2013), in innovative behavior, employees use new ideas and different ways of doing things and are supported and encouraged by managers.

In comparison to traditional leadership approaches, servant leadership alters the hierarchical pyramid's functioning by focusing on serving employees by caring for them and putting them first (Latham, 2014). Employees are frequently regarded as the primary sources of organizational innovation; therefore, servant leadership can be critical for unlocking employees' search for purpose and facilitating their growth toward innovative achievements (Williams & Gardner, 2012).

According to their emphasis on raising workers' inventiveness motivation, servant leadership can foster followers' desired results (Latham, 2014; Huang, Li, Qiu, Yim, & Wan, 2016). According to the research that has already been done, a servant leader can efficiently meet the needs of their followers by giving priority to their personal growth, which can help



to produce meaningful work. According to Abbas, Saud, Usman, and Ekowati (2020), meaningful work embodies all of the personal meanings that people attach to their work and has a significant and positive value.

Employees who are led by servants are more likely to have a positive self-concept that inspires them to act in novel ways. In particular, servant leaders build close relationships with followers who are likely to feel like insiders and thus develop an innate desire to act in novel ways (Li, Liu, Lin, Wei, & Xu, 2021).

2. Material and Method

2.1. Sample and Data Collection

In any qualitative or quantitative research, the population is a large group consisting of all of the objects or individuals that are the subject of the study and is representative of this group. In other words, the population is the group in which the results to be analyzed by analyzing the data to be obtained in a study will be valid and subject to interpretation. The main purpose of a research is to collect the necessary information about the population and to analyze the results of a certain group over the population. A sample refers to a certain group or groups selected from the population. The basis of the sample is to reach results that will represent the universe and make predictions about the universe. Therefore, the sample constitutes a limited part of the population.

There are different opinions on how the sample will represent the population. However, the common view is to reach the participants by at least five times all items in the scale or scales. In this study, two scales were used, with seven items in the first scale and ten items in the second scale. In addition, five questions were asked to determine the demographic status of the participants. To get an adequate sample size, the rule of at least 10 times more than the total number of items in the measures was taken into account (Develi & Çavuş, 2023; Hair et al., 2014). There are 22 items in total and the number of participants reached to represent the population was evaluated as 220. This number was determined as a sufficient amount to obtain statistical data and to make analyzes.

Private and public bank employees in Adana province participated in the research. According to the data of the Banks Association of Turkey, as of 2021, there are 49 deposit, development and investment banks in the country, with a total of 9,271 branches and 184,505 people working in banks. Of these banks, 34 are deposit banks and 15 are development and investment banks (TBB, 2021). There are 220 bank branches in Adana and the number of employees is reported as 3484. Considering that this number constitutes the universe of Adana, the sample group represents 11.8 percent of the universe since the number of participants is 415.

Since the study was designed as a quantitative design, two scales that can measure each concept were used in the study. Therefore, survey technique was utilized in the study. The questionnaires were sent on the online Google platform and in the first stage, the servant leadership scale consisting of seven items and the innovative behavior questionnaire containing ten items were sent to 415 participants. Demographic information of the participants was also included in the questionnaire form. In the demographic information, participants were asked about their gender, age, marital status, education level and length of experience. The survey was conducted in December 2021.



Of the bank employees participating in the study, 229 were male and 186 were female. 266 of them have an age between 33-45, 81 of them have an age between 25-32 and 64 of them have an age of 46 and above. Of the bank employees, 304 are married and 108 are single. 274 employees have a bachelor's degree, 50 have a master's degree, 48 have secondary education, 38 have associate's degree and 4 have primary education. In terms of years of professional experience, 142 people have 11-15 years of experience, 93 people have 16-20 years of experience, 69 people have 21 years or more, 68 people have 6-10 years of experience, and 42 people have 0-5 years of experience.

2.2. Measures and Factor Analyses

In research, scales are developed to frame certain concepts and to measure the definitions and characteristics of these concepts. Two scales were used in this study. The first scale has seven items measuring the concept of servant leadership in one dimension. Kılıç and Aydın (2016) adapted the short form of the servant leadership scale created by Liden et al. (2013) into Turkish and found it to be a valid and reliable scale. In this questionnaire, a 5-point Likert scale was used and the participants were asked to answer the options "1-Strongly disagree, 2-Disagree, 3-Neither agree nor disagree, 4-Agree, 5-Strongly agree".

The second scale of the study includes the concept of innovative behavior and consists of a single dimension and 10 items (De Jong & Den Hartog, 2010; Kleysen & Street, 2001; Krause, 2004; Niesen et al., 2018; Veenendaal & Bondarouk, 2015). In this questionnaire, a 5-point Likert scale was used again and the participants were asked to answer the options "1-Strongly disagree, 2-Disagree, 3-Neither agree nor disagree, 4-Agree, 5-Strongly agree".

At the end of the above scales, in order to maintain the reliability and validity of the study, demographic information such as gender, age, marital status, education level and years of experience were asked to the participants.

Before testing the research hypotheses, validity and reliability analyses of the scales used in the study were conducted. In order to test the construct validity of the scales, first confirmatory factor analyses were conducted. The confirmatory factor analysis diagram of the servant leadership scale is given in Figure 1.

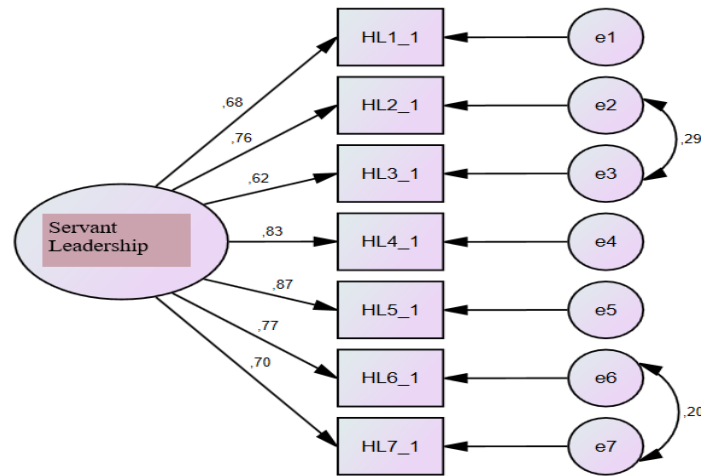
The factor loadings of the scale were determined between 0.62 and 0.87. In order to obtain goodness-of-fit values, modifications were made between the error terms of the second and third items and the sixth and seventh items of the scale. As a result of confirmatory factor analysis, χ^2 / df (CMIN/df) ≤ 5 , GFI, CFI, NFI and TLI $\geq .90$ and RMSEA $\leq .08$. These findings mean that the scales meet acceptable goodness-of-fit criteria.

AVE >0.50 , CR >0.70 , CR >0.70 , CR $>AVE$ conditions must be fulfilled at the same time in order to ensure convergent/construct reliability. For the servant leadership scale, the AVE value was calculated as 0.57 and the CR value as 0.90. This finding shows that the scale meets the combination-structure reliability.



Figure 1

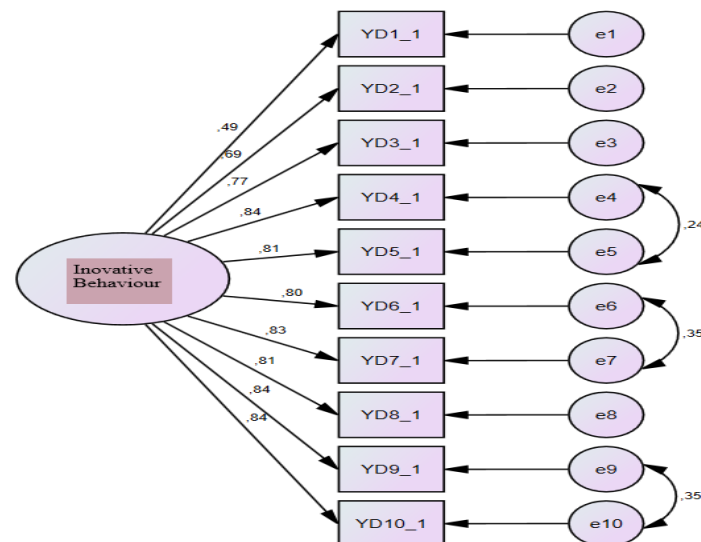
Servant Leadership Confirmatory Factor Analysis



The confirmatory factor analysis diagram of the innovative behavior scale is given in Figure 2. As a result of confirmatory factor analysis, the factor loadings of the scale were determined between 0.49 and 0.84. In order to obtain goodness of fit values, modifications were made between the error terms of the fourth and fifth, sixth and seventh, ninth and tenth items of the scale. The AVE value for the innovative behavior scale was calculated as 0.60 and the CR value as 0.94. This finding shows that the scale meets the combination-structure reliability.

Figure 2

Inovative Bahaviour Confirmatory Factor Analysis



2.3. Reliability Analysis

Following the factor analysis, reliability analysis was conducted to test the reliability of the scales. The findings of the analysis are given in Table 1.

Table 1

Reliability Analyses

	Item	Cronbach Alpha
Servant Leadership	7	,902
Innovative Behavior	10	,934

As a result of the reliability analysis, the alpha coefficient value was above 0.70 for both scales. This finding shows that the scales are reliable.

2.4. Correlation and Regression Analysis

Correlation and regression analyses were conducted to determine the direction and degree of the relationship between the variables. As a result of the correlation analysis, it was determined that there is a moderate significant relationship between servant leadership and innovative behavior in the same direction at 0.01 significance level.

Table 2

Correlation Analyses Result

	Ort.	Std. Sapma	Servant Leadership	Innovative Behaviour
Servant Leadership	3,8582	,84488	1	
Innovative Behaviour	4,1947	,58600	,568**	1

**Correlation is significant at the 0.01 level (2-tailed).



Our regression analysis model was significant ($F= 196,299^*$) and it was determined that servant leadership affects innovative behavior ($AdjR^2 = ,321$).

Table 3

Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Standart Hata	Beta		
(Constant)	2,676	,111		24,112	,000
Servant Leadership	,394	,028	,568	14,011	,000
AdjR ² = ,321		F= 196,299*			

Dependent Variable: Innovative Behaviour

3. Discussion and Conclusion

This study examined the impact of bank employees' perceptions of servant leadership on innovative behavior. For this purpose, data was collected from 415 bank employees using a questionnaire. First, the validity and reliability of the scales used in the study were checked. To this end, explanatory factor analysis, confirmatory factor analysis, reliability analysis, and normality tests were performed. Additionally, we examined the correlation and regression to determine how the variables were related to each other. Basically, our organization will support leaders in investing in their employees by providing necessary

resources. Moreover, investing in people can be seen as both a waste and a gain of resources. This is because when leaders prioritize serving their employees (Luu, 2016), it leads to more knowledge sharing, proactive behavior, adaptability (Bande et al., 2016), and reduced emotional exhaustion and burnout (Rivkin et al., 2014). This ultimately benefits both the employees and the leader in their work. If leaders invest in followers, they can gain a resource advantage by feeling good and proud about making their followers' lives better.

In addition, correlation and regression analyzes were performed to test the direction and strength of the relationship between the variables. Essentially, the organization will provide serving leaders with the resources to invest in their people. Furthermore, while investment in people can be interpreted as a waste of resources, it can also be viewed as a gain of resources, as serving leaders create employees who are more inclined to share knowledge with one another (Luu, 2016), are more proactive, and adaptable (Bande et al., 2016) and have lower levels of emotional exhaustion and burnout (Rivkin et al., 2014) and are therefore able to support the servant leader in their professional roles. Investing in followers can also give leaders a resource advantage in the form of intrinsic satisfaction and pride that come with creating good value in followers' lives.

As frequently claimed (Gandolfi, Stone, & Deno, 2017; Latham, 2014), an individual's sense of meaningful work is correlated with their subjective perception that their work has personal value, contributes to larger purpose in life (e.g., personal growth), and inspires them to treat others well. According to Gandolfi, Stone, and Deno (2017), servant leadership and meaningful work have a positive association because of the larger definition of meaningful work in modern workplace environments. For instance, it has been underlined that employees feel appreciated as human beings when servant leaders put them first (Williams & Gardner, 2012).

Additionally, Latham (2014) found that when serving leaders display behaviors (such as aiding) that provide employees indicators that their job is worthwhile and significant, employees may build a higher view that their work is meaningful and important. Similar to Williams and Gardner (2012), serving leaders who establish clear goals and utilize their team members' skills to achieve those goals can inspire their subordinates to carry out their obligation to achieve those goals (Latham, 2014). According to research on servant leadership at the organizational level, it is associated favorably with service climate (Huang, Li, Qiu, Yim, & Wan, 2016), organizational performance (through organizational engagement and operational performance), and organizational climate.

In addition to the many benefits of servant leadership in high-tech companies, the literature highlights that professionals are willing to put in significant work to create a culture of service leadership, beginning with themselves as role models (Varra, Buzzigoli and Parrot, 2012). Shim et al. (2021) argued that supervisors of workgroups with a servant-leadership orientation can foster innovative attitudes in the workgroup by helping employees accept external pressures to perform and interpreting the performance-driven environment as an opportunity to innovate rather than as a threat to search.

People can incorporate their affiliation to the organization into their understanding of themselves because servant leadership shows quality relationships between the organization and its people. The sense of self-direction that servant leadership fosters can be used to



explain how it influences innovative behavior (Oliveira & Ferreira, 2012). It follows that the self-concept is a crucial link in the chain between serving leadership and inventive behavior.

Servant leaders, thanks to their follower-centric structure, build strong relationships with their followers that allow employees to perceive themselves as partners in the organization. Based on this concept, Van Dierendonck and Rook (2010) has been examined whether workgroup managers with high servant leadership can foster innovative employee attitudes by meeting essential employee needs and empowering employees. Working group members to facilitate innovative work. Shim et al. (2021), emphasizes in this context that it recognizes the ethical environment as a precedent for the innovative attitude of the working group.

The results of this study suggest that managers in the senior management of banks in Turkey can receive in-service training on servant leadership. By giving examples of practices from different cultures, it can be shown how to benefit from servant leadership practices in the banking sector. It can be shown how servant leadership practices will positively affect especially innovative behavior of bank personnel. It can be discussed with bank managers that servant leadership should act according to ethical values and the main characteristics of this type of leadership. Bank sector managers can talk about the traits of a servant leader. These include things like having a clear plan and telling everyone about it, paying attention to customers, making things easier and better, always learning and growing, and having a good team. In simple terms, being a helpful leader in the banking industry is important.

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Genişletilmiş Özet

Liderlik, bir liderin takipçilerini bir amaç veya hedef oluşturmaları ve gerçekleştirmeleri için etkilemeye çalıştığı ve hedefin başarılmasının yeni bir hedefin başlangıcı haline geldiği kesintisiz bir süreçtir (Zaccaro, Dubrow, ve Kolze, 2018). Bu süreçte grup üyeleri ve onları oluşturanlar tarafından güvenilen bir liderin davranış ve tutumları, güvenilirlik, doğruluk, tutarlılık, geri bildirim kabul etmeye hazır olma, kendinden emin olma, işbirliği yapabilme, etkili iletişim kurabilme ve öngürülebilir olma olarak açıklanmıştır (Legood, van der Werff, Lee ve Den Hartog, 2021; Schrujijer ve Vansina, 2002).

Hizmetkar liderlik, özellikle diğer felsefelere kıyasla benimsenen bütüncül yaklaşım ve geniş odaklı olmasının yanı sıra, bireysel ve ekip düzeyinde sonuçları etkilemedeki önemli rolü nedeniyle, son yıllarda en çok araştırılan liderlik türü arasında yer almaktadır. Diğer liderlik yapılarının çoğu gibi, hizmetkâr liderliğin tanımı ve ölçümü öncelikle Amerika Birleşik Devletleri'nde geliştirilmiştir. Özellikle hizmetkâr liderlik terimi, 1970 yılında Greenleaf tarafından “Lider Olarak Hizmetkâr” adlı makalesinde, liderlerin takipçilerine etik bir şekilde davranarak, kişisel büyüme, ilerleme ve gelişmelerine odaklandığı ortaya çıkan bir liderlik tarzını tanımlamak için ortaya atılmıştır. (Russell & Stone, 2002) , hizmetkâr liderin gerçek ve bütünsel lider olduğunu, “primus inter pares” veya “eşitler arasında ilk”, yani onun en yüksek önceliği, kişisel ihtiyaçlarını karşılamaktan ziyade, onların ihtiyaçlarını karşılamak için başkalarına hizmettir (Van Dierendonck, 2011).

Hizmetkâr liderin her bir takipçisinin geçmişine, temel değerlerine, inançlarına, varsayımlarına ve ayırt edici davranışlarına olan ilgisinin bir sonucu olarak, profesyonel ve kişisel yaşam arasındaki sınır bulanıklaşır. Öncelikle hem finansal hem de finansal olmayan açıdan örgütsel alt çizgiyi geliştirmeye çalışan diğer liderlik yöntemlerinden farklı olarak, hizmetkâr liderlik, psikolojik iyilik, duygusal olgunluk ve etik bilgelik de dahil olmak üzere çeşitli alanlarda takipçilerin ilerlemesine , gelişmesine ve büyümesine odaklanır (Gandolfi & Stone, 2018). Bu vurgu, hizmetkar kavramıyla tutarlıdır, çünkü hizmetkar liderler hizmet vermek üzere çalışırlar, takipçilerine daha yüksek benliklerine yükseltmeleri için kendilerine emanet edilen bireyler olarak davranırlar (Hunt & Fedynich, 2019). Sonuç olarak, takipçiler onları güvenilir liderler olarak görürler.

Mevcut araştırma bulguları, çalışanların hizmetkar liderlerin varlığında kuruluşlarını olumlu görme olasılıklarının daha yüksek olduğuna dair kanıtlar da göstermektedir. Bu, artan örgütsel kimlik düzeylerini (Zhao vd., 2016), algılanan kişi organizasyonu uyumunun artan düzeylerini (Irving & Berndt, 2017) ve kişi-iş uyumunu (Babakus, Yavas, & Ashill, 2010) içerir. Buna karşılık, hizmetkar liderliğin değişime bağlılık (Kool & van Dierendonck, 2012) ve örgütsel bağlılık (Miao, Newman, Schwarz, & Xu, 2014) ile olumlu şekilde bağlantılı olduğu bulunmuştur. Araştırmalar, hizmetkâr liderlikteki şirketlerin, daha geleneksel komuta-ve-kontrol liderlik tarzları dışında faaliyet gösteren şirketlere göre rakiplerinden daha iyi performans gösterme, çalışanları elde tutma ve geleceğin liderlerini geliştirme olasılıklarının daha yüksek olduğunu göstermiştir (Irving & Berndt, 2017; Kool & van Dierendonck, 2012).

Hizmetkâr liderlik ile çoklu performans düzeyleri arasındaki pozitif ilişki, çalışan (Liden vd, 2008), ekip (Sousa ve Van Dierendonck, 2016) ve örgütsel performans (Choudhary, Akhtar ve Zaheer, 2013) aracılığıyla gösterilmiştir. Hizmetkâr liderliği inovasyon odaklı



sonuçlarla (Panaccio, Henderson, Liden, Wayne ve Cao, 2015) ve çalışanlar arasında bilgi paylaşımıyla (Luu, 2016) ilişkilendiren büyüyen bir literatür de bulunmaktadır.

Yenilikçi davranış, mevcut bir durumda üyeler arasındaki karşılıklı ilişkiye dayalı olarak yeni fikirlerin araştırılması, geliştirilmesi ve uygulanmasıdır (Van de Ven, 1986). Ayrıca, yeni fikirler ve stratejiler, ürünler ve hizmetler geliştirme ve uygulamada bireysel problem çözme becerilerini kullanarak yaratıcılığı artırmak olarak tanımlanır (Amabile, 1988). Scott ve Bruce (1994), yenilikçi davranış, örgütsel performansa ulaşmak için yeni yaratıcı fikirleri keşfetmek ve uygulamak için kaynakları güvence altına alarak, bireyin pratik düzeyde eyleme geçirilebilir bir plan oluşturması olarak tanımlamaktadırlar. Başka bir deyişle, yenilikçi davranış, kişinin işinin veya grubunun performansını artırmaya yardımcı olabilmesi, yeni fikirleri aktif olarak yaratması, tanıtması ve uygulaması anlamına gelir (Orfila-Sintes & Mattsson, 2009).

Vinarski-Peretz, Binyamin ve Carmeli (2011), yenilikçi davranış, örgütsel, grup veya çalışma faydalarından yararlanmak için grup veya örgütsel görevler arasında yeni fikirlerin uygulanmasını içeren kasıtlı ve yönetici bir davranış özelliği olarak yorumlamaktadırlar. De Jong ve Dean'e göre (2014), yenilikçi davranış, çalışanın isteğe bağlı bir davranışını ve öngörülen rolün ötesinde, doğrudan veya açıkça kabul edilmiş davranışını ifade eder. Yenilikçi davranış, çalışanların yenilik sürecinden geçebilecekleri tüm davranışları içeren kapsamlı bir kavram olarak görülebilir ve sonucun ve çıktının yenilik olması beklenir. Yenilikçi davranış özelliği, yaratıcılığın sonucudur ve yaratıcı sürecin kazanca dönüştürülmesini içerir. Harbor ve John'a (2013) göre, yenilikçi davranışta çalışanlar işlerinde yeni fikirleri ve farklı yolları kullanırlar ve yöneticiler tarafından desteklenip teşvik edilirler.

Son yıllarda farklı kültürlerde yer alan özel işletmelerde ve kamu kurumlarında etik değerler temel alınarak çalışanların hizmetkâr liderlik kavramı çerçevesinde yenilikçi davranışta bulunmaları teşvik edilmektedir. Bu çalışmada Adana ilinde faaliyet gösteren bankalarda, tesadüfi örnekleme yöntemiyle elde edilen veri ile hizmetkar liderlik ile yenilikçi davranış ilişkisi ele alınmıştır. Araştırma nicel desen olarak tasarlandığı için çalışmada her bir kavramı ölçebilecek iki ölçek kullanılmıştır. Dolayısıyla çalışmada anket tekniğinden yararlanılmıştır. Anketler çevrimiçi Google platformunda yollanmış olup ilk aşamada yedi maddeden oluşan hizmetkâr liderlik ölçeği ve on madde içeren yenilikçi davranış anketi 415 katılımcıya gönderilmiştir. Anket formunda katılımcıların demografik bilgilerine de yer verilmiştir. Demografik bilgilerde katılımcılara cinsiyet, yaş, medeni durumları, eğitim durumları ve tecrübe süreleri sorulmuştur. Anket uygulaması 2021 Aralık ayı içerisinde yapılmıştır. Yapılan korelasyon ve regresyon analizleri göstermektedir ki hizmetkar liderlik ile yenilikçi davranış arasında pozitif bir ilişki bulunmakta olup, hizmetkar liderlik yenilikçi davranış önemli oranda etkilemektedir.

Bu çalışmanın sonuçlarına bakıldığında Türkiye'deki bankaların üst düzey yönetiminde yer alan yöneticilerin hizmetkar liderlik konusunda hizmet içi eğitim alabileceklerini göstermektedir. Farklı kültürlerden uygulama örnekleri verilerek bankacılık sektöründe hizmetkar liderlik uygulamalarından nasıl yararlanacakları gösterilebilir. Hizmetkar liderlik uygulamasının banka personeli üzerinde özellikle yenilikçi davranış nasıl olumlu etkileyeceği gösterilebilir. Hizmetkar liderliğin etik değerlere göre davranması gerektiği ve bu liderlik türünün temel özellikleri banka yöneticileri ile tartışılabilir. Hizmetkar liderin açık bir vizyon, misyon ve stratejiyi oluşturması ve iletişimini sağlaması, müşteri odaklı



olması, basitleştirilmiş, standartlaştırılmış, yenilikçi süreçler ve sistemlere sahip olması, sürekli öğrenme ve gelişmenin sağlanması ve kaliteli bir işgücünün sürdürülmesi gibi özellikleri banka sektörü yöneticileri tarafından ele alınabilir. Bu açıdan bankacılık sektöründe operasyonel hizmetkar liderlik ön plana çıkarılabilir.

