

## Innovation Management and Teamwork: An Investigation in Turkish Banking Sector

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### Abstract

The aim of this research is to investigate whether the innovation management is in place in the banking sector, the importance attached to teamwork and to what extent teamwork affect the success of organizations. It also aims to find if there is a relationship between innovation management and teamwork. The model of the research is a descriptive one and the questionnaire method was used to collect data. To this end, banks were identified in Denizli, one of the developed and big cities of Turkey, and the study was performed with 13 of them which agreed to participate in the research. The scores of innovation management and teamwork of the employees were found to be high as a result of the questionnaire answered by the personnel working at those banks. And it was tested whether there is a significant relationship between innovation management and teamwork and a positive relationship ( $r=0.77$ ) was found between innovation management and teamwork. On the other hand, the dimensions of innovation management have an impact on teamwork.

**Keywords:** Innovation, Innovation Management, Team, Teamwork, Banking Sector

### 1. Introduction

Today's organizations have started to seek for different exits to be able to survive economically and extend their lifetime in a competitive and dynamic business circle in which they operate. The changes in the business world and the developments that have come with the information age affect organizations and organizational structures. Changes have made the field of operation even more complicated and driven organizations to venture and go for innovations and differentiation. The basic skill that the organizations need to have is the ability to differentiate to adapt and respond to the changes. An organization can maintain its position within an economic system as long as it stays different and extraordinary. The differentiation of organizations depends on their ability to make direct innovations and manage them as a team. The differentiation of organizations through innovations and their adaptation to changes provide them with competitive superiority. It gains great importance that organizations constantly make innovations in the production of product, service and process to provide themselves with active competitive advantage under the economic circumstances. They make innovations to increase their performances and acquire a dynamic structure. Today, organizations need to develop a series of characteristics such as going beyond boundaries to adapt to the change, innovativeness, attaching importance to teamwork and research, acting in a customer- and human-oriented way. They are driven to employees who have the ability to constantly make innovations in a team spirit so that organizations can survive the financial bottleneck occurred due to pressures for the change by peripheral dynamics, challenging competitive conditions and downsizing markets. It is not possible today to be able to be afloat with hierarchic structures and decisions made by one or a few managers in an intense competitive climate.

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Among organizations, hierarchy has become scarce, individuals have become more specialized, the conditions in which we live have changed, the phenomenon of globalization have entered our lives, and goods and services have diversified. As a result, organizations have discovered the fact that boundaries cannot be pushed only by individual efforts. How important and necessary the teamwork can be in certain circumstances have consequently been realized. Organization should apply innovation management and teamwork successfully and constantly to be able to survive the ever-occurring changes and severe competitive environment in today's business world.

## 2. Conceptual Basis

### 2.1. Innovation and Innovation Management

Even though the concept of innovation started to be used in the academic literature in previous periods, it has become a fact and a must in the business world since the beginning of the 21th century and in recent years. Today, organizations struggle both with local and global competition. Therefore, the concept of "innovation" has great importance for organizations to maintain their continuity (Kızılođlu and İbrahimogđlu, 2013: 107). Innovation was first defined by the economist and political scientist Joseph Schumpeter as "the driving power of development". In his book which he wrote in 1911 and was translated into English in 1934, Schumpeter defined innovation as the introduction of a product which is yet to be known by customers or a new quality of an available product, the introduction of new product methods and processes, the opening of new markets, the conquest of new markets for the supply of sources for operational activities, the reorganization and redesign of the business (Peters and Pikkemaat, 2006: 2). Drucker (1984:30-31) defined innovation which has shined nowadays and pose great importance in organizations as "the useful information which offer the employees who work at a firm together and have different knowledge and capability with an opportunity for the first time to make them productive". According to Drucker, innovation is an instrument of entrepreneurship and an action that provides the necessary resources for the formation of a new capacity (Drucker, 1984:30-31). The concept of innovation has been an important factor playing an active role for economic and social developments, and innovative activities and processes have had a critical importance both for scientists and policy-makers (Clark, 2010:601). It is seen that many studies recently conducted on the innovation concept are based on the Oslo Manual. According to the definition in the manual, innovation is that a new or extremely improved product (goods or service) or process, a new marketing method or a new organizational form are realized in the intraorganizational practices or external relationships. In other words, the minimum condition requested for the innovation is that the product, process, marketing or organizational method should be new to (or extremely improved) to the firm (OECD, 2006:50).

Innovation management is the development of certain managerial methods to encourage employees for innovation. Innovation management includes the processes that affect the culture, structure and strategy of an organization and the execution of any kinds of duty in that organization in terms of innovation (Bektaş and Durna, 2007: 418). Innovation management covers a broad process starting from the design of the product to its delivery to the final user and after sales services. In this process, organizations conduct their innovative activities by means of the power of both new business models and the advanced technology (Yađcı, 2008: 402). Innovation management requires the identification of goals related to innovation, the preparation of plans and the implementation of these plans, and the success of innovation depends on its systematic execution (Tozkoparan, 2010: 130). The participation of upper management to the processes and its support are the most important factors for organizations to be innovative-oriented and to succeed in the innovation process (Pearson, 2002: 6). In this process, the leader plays a key role in the creation of the organizational climate that encourages the skills and applications necessary to contribute to innovation and organizational innovation (García-Morales et al., 2006: 24- 25). Employees are one of the most important innovation sources in successful, innovative organizations. It is highly important for innovative organizations to include the employees in the process of developing new products and services. For example, the process of developing a new product at the Asian fast-food restaurant Chowking Food Corporation is conducted not only with chefs and R&D team but also all related basic departments and employees of the organization (Harrison and Enz, 2005: 289). This example shows how important employees working together as a team is for making innovative ideas viable and achieving the success. Organizations which provide the continuity of innovation management can be afloat in today's business world in which technology rapidly changes and transformation is in place.

Achieving the superior success under rapidly-changing circumstances of the business life is possible as long as organization managers quit the classic managerial practices and exhibit modern leadership behaviors that adopt innovativeness, and create difference by performing the organizational activities on the basis of an innovative culture with the teams participated by the employees under the leadership of upper management.

## 2.2. Team and Teamwork

The current situation in the national and international business life has caused organizations to need the skills and creativity of all employees besides the efforts of charismatic managers or intelligent operators (Çetin, 2008: 85). Therefore, organizations today concentrate on teamwork to provide competitive superiority, solve problems through collaboration and draw on the creativity of employees more (Best and Thurston, 2004: 283). Team-based work which poses an approach for the operation of activities has a long history. Teams have been used for building pyramids and rowing galleys against the waves of oceans. In the management literature, the benefits of teamwork were explored by the researchers who investigated the industrial fatigue in 1920s. Teamwork was considered to be a factor affecting productivity and morale in the Hawthorne research (Wilson, 2004: 209). A team is a group of people who are interdependent in their duties, share the responsibility of the results, consider themselves as a sound social being and are considered likewise from outside, and is established in a social system (Sundstrom, 1990: 120). The team has a duty, certain boundaries, articulate authorities to manage their own business processes and a status of consistent membership for a reasonable time frame (Hackman, 2002: 41). In other words, a team is a group composed of two or more people who have come together to achieve pre-specified goals, are interdependent and act in unison (Eren, 2008: 463). Three important elements stand out in these definitions. The first one is that two or more people are required to form a team. The second one is that people who form the team are interdependent and act in unison. And the third one is that people who form the team work to achieve a certain goal (Daft, 2000: 598). Consequently, only when there are two or more people working to achieve a certain goal, then there is a teamwork that can be talked about.

Organizations are literally formal teams in terms of their formation and operation, and they host a number of teams within their bodies. Formal relationships within organizations are planned and regular, and they are developed depending on the bureaucratic structure previously formed. These relationships purport to be a body of rules that regulates the behaviors of individuals in the organization. In short, an organization is a formal team which is formed and run in accordance with the system of relationships specified by its founder (İlhan, 1997: 321). Based on this information, teamwork can be shortly defined as the constant development of business processes and methods of employees and management and their cooperation for identifying organizational activities and goals. Teamwork is an effort through which the team focuses on the working processes together and takes action to create an atmosphere that values and encourages the participation of team members (İnce et al., 2004: 423). In short, while the concept of "team" means a formation that organizations use as a tool to achieve the performance, the concept of "teamwork" defines a process in which it is important to work in cooperation and in accordance with a common goal to achieve goals. Enhancing the team spirit and teamwork of employees may also enable the project groups to work efficiently. By this means, it is seen that teamwork can support the new product development, and therefore, the new service development in organizations (Harborne and John, 2003: 120).

## 3. Method

Today, there is an intense competition in the banking sector. Banks constantly produce innovations, advance their technologies and allocate large amounts of resources for the training and improvement of their employees. Having a very important place within the service sector, the banking sector also means a lot for Turkey. The banking sector was preferred as a branch of the service sector in this study. The method, sample, scale used and findings obtained in the research are mentioned below.

### 3.1. Aim and Sample of the Research

The aim of the research is to evaluate the perception of personnel working in the banking sector on innovation management and teamwork. The research also aims to determine whether there are significant differences among the respondents in terms of their descriptive characteristics. The population of the research is composed of the branches of banks operating in Denizli. The sample comprises of the personnel in the positions of employee or manager in the population. 13 banks that accepted to participate in the research were interviewed and 166 valid questionnaires were obtained.

### 3.2. Data Collecting Method

The data collecting tool of the research is the questionnaire method. The questionnaires were mostly answered by Branch Managers, Specialists, Specialist Assistants, Director, Assistant Directors, Service Officers, Counter Officers, etc. The individuals working at the banks were explained with the study person to person, and it was ensured that the questionnaires were fully completed. The questionnaire of innovation management used in the research was measured with the statements created as a result of a wide literature review based on the innovation subject as well as the intrapreneurship scale by Naktiyok. Scales used in previous researches were used to create the statements (Güner: 2013: 175; Demirci, 2006; Göçmen, 2007; Kayış, 2010; Tüten, 2009). 22 statements were included about innovation management. The second section of the questionnaire included the statements about teamwork and total 14 statements appeared in the scale. In both questionnaires, the respondents were asked to answer by marking one of the following choices: "strongly disagree, disagree, neutral, partly agree, and strongly agree" (Güner: 2013: 177; Arkan, 2008). It was determined that both questionnaires were in normal distribution according to Kolmogorov Smirnov test. Frequency, arithmetic mean, correlation analysis, factor analysis and regression analysis were used in the research.

### 3.3. Hypotheses of the Research

The banking sector is a sector that uses advanced technology, is always open to development and in which the competition is intense and the personnel training is excellent. Banks should attach importance to innovation management to be able to survive the competition and ensure their development. Teamwork is necessary to explore and implement innovations. Based on this idea, the following research hypotheses were formed:

**H1:** There is a relationship between innovation management and teamwork.

**H2:** Innovation management has an impact on teamwork.

## 4. Research Findings And Their Evaluation

In this section, the results of the analyses performed on the sample and the evaluation of these results are mentioned in accordance with the aim of the research. Firstly, the demographic findings on the employees from the banking sector which constitutes the research group are evaluated. Secondly, the factor analyses concerning the scales of innovation management and teamwork are evaluated. And finally, the correlation and regression findings on the research hypotheses are mentioned.

### 4.1. Demographic Findings

The respondents of the research are within the following age ranges along with their percentages: 9.6%, 18-25; 62.0%, 26-35; 24.1%, 36-45; 4.2%, 46-55. 51.2% of the respondents are male; 48.8% of them are female. 63.9% of them are married while 36.1% is single. 1% of the respondents are high school graduates; 10.8% of them have associate degree; 75.9% is undergraduates; 10.2% is postgraduates; and 1.2% of them have doctorate degree. 30.1% of the respondents work in the Marketing department; 48.4% of them work in the Operations department; and 20.5% works both in the Marketing and Operations departments. 26.5% of the respondents work as Director or Assistant Director; 14.5% of them work as Specialist and Specialist Assistant; 36.1% works as Service Officer; 6.0% works as Counter Officer; and 16.9 works in other positions. The terms of office of the respondents are as follows along with the percentages: 4.2% less than 1 year; 32.5% between 1 and 3 years; 35.5% between 4 and 6 years; 13.3% between 7 and 9 years; and 14.5% 10 years and above.

### 4.2. Findings on Innovation Management

As a result of the factor analysis performed on the innovation management scale, Kaiser-Meyer-Olkin Measure of Sampling Adequacy was found to be 0.94; Bartlett's Test of Sphericity was found to be 2.259,  $df = 0.210$  and the Significance was found to be 0.000. Accordingly, innovation management scale is a valid scale. As a result of the factor analysis, an item was excluded and the rest 21 items were grouped under three dimensions. Factor loads of the statements were found to be 0.50 and over.

**Table 1: Innovation Management Rotated Component Matrix<sup>a</sup>**

Statements of Innovation Management	Mean	Std. Dev.	Innovation System	Competitors and Technology	New Services
1. Employees who come up with innovative projects in our bank are encouraged to produce new projects even if they fail in the end.	4.0542	1.06319	.804		
2. Creative opinions are supported in our bank.	3.9398	.97669	.769		
3. Our bank facilitates the increase of interdepartmental coordination activities for the development of innovation skills.	3.8675	.99418	.748		
4. Our bank prefers to adopt flexible organizational structures to develop innovation skills.	3.8554	.97400	.716		
5. Our bank constantly enhances the business processes for the sake of better service and performance.	3.9157	.98109	.720		
6. Our bank attaches importance to the training of the personnel on innovation and creativity methods.	3.9639	.97789	.701		
7. Additional rewards and incentives are given in our bank to support the individuals who present successful and innovative projects.	3.6566	1.21463	.617		
8. The employees of our bank are not subject to punishment and severe criticism by upper management in case the new methods that they use fail.	3.6807	1.14436	.555		
9. The upper management of our bank allocates enough time and resources for employees to produce new ideas.	3.6566	1.11036	.537		
10. Those who produce new and creative ideas in our bank are awarded with premiums or promotion.	3.9699	.87680	.514		
1. Our bank has launched more innovative products and services for the last five years than those of our competitors.	3.8193	1.12433		.816	
2. The new products and services of our bank mostly make us gain an advantage over our new competitors.	3.6747	.99219		.754	
3. Our bank mostly benefits from the most advanced technology in the promotions of new products and services.	3.7470	1.16352		.748	
4. The marketing methods we use for our products are revolutionary within the market compared to our competitors.	3.8795	1.01978		.712	
5. Our bank usually is the first one that brings a new product and service into the market.	3.8193	.98651		.632	
6. Our bank management is willing to take risks to explore risky growth opportunities and not to miss them.	3.9157	.96238		.609	
7. The upper management of our bank allocates enough time and resources for employees to produce new ideas.	3.6747	1.09664		.520	
1. Our bank has a lower success level of launching new products and services than our competitors.	3.6386	1.07960			.860
2. Our bank's R&D or resources of product development are not enough to meet the need for developing new products and services.	3.2771	1.28689			.817
3. In our bank, managers encourage their subordinates not to think much about the rules and procedures so that innovative ideas can be found.	3.4518	1.19877			.551
4. The latest products and services of our bank is a version of previous products and services.	3.3614	1.28938			.539
The explained variance is .64.					

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization

The dimensions obtained from the factor analysis were named "innovation system", "competitors and technology", and "new services". In this case, innovation management scale is a valid scale.

### 4.3. Findings on Teamwork

The statements forming the teamwork scale were applied with factor analysis and the factor loads of 14 items were found to be over .50. KMO value and Bartlett's Test of Sphericity were found to be .93 and 1797.969 respectively. And the items were grouped under two dimensions, and they were named "organizational climate" and "communication management".

**Table 2: Scale Findings on Teamwork**

Statements of Teamwork	Mean	SS	Loads	Organizational Climate	Communication Management
1. Teamwork is very important for our bank.	4.1446	1.06324	.713	.708	
2. The bank management believes in the success of teamwork.	4.1807	.87587	.679	.615	
3. Our bank is able to achieve its goal through teamwork more easily.	4.2108	.93944	.794	.874	
4. Our bank can lead the innovation of product, service and process with teamwork.	4.0301	.99346	.722	.743	
5. Our bank acquires new and inventive ideas through teamwork.	4.0301	.92392	.726	.785	
6. The effective communication between team members increases the performance of our bank.	4.1627	.93617	.581	.579	
7. An open communication is available between team members during the whole teamwork in our bank.	3.9639	.99020	.631		.619
8. Team members share their ideas without hesitation in our bank.	3.9096	.97124	.741		.643
9. Team members are harmonious with each other in a collaborative environment rather than a competitive one in our bank.	3.8253	1.03260	.738		.788
10. The decisions are made unanimously in the team with the participation of everyone in our bank.	3.7590	1.07411	.712		.789
11. Team members in our bank derive new ideas from each other's ideas.	3.8494	.91199	.641		.769
12. Team members have been placed closely to each other so that they can meet when necessary in our bank.	3.8735	.95455	.752		.767
13. Team members realize individual development through teamwork.	3.8916	.98488	.548		.811
14. Our bank lowers the costs through teamwork.	3.8253	.97214	.678		.645

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization  
Explained Total Variance 68.955%

According to the findings on teamwork in Table 2, while the respondents argued that the banks can achieve their goals through teamwork more easily, they were neutral about the fact that decisions are made unanimously with the participation of everyone in the team in their banks. In addition, the respondents who argued that the bank management believes in the success of teamwork, the effective communication between team members improves bank's performance and teamwork is very important for their banks were neutral about the fact that team members are harmonious with each other in a very collaborative atmosphere rather than a competitive one and their banks lower the costs through teamwork.

**Table 3: Scales of Item Statistics and Alpha**

Scales	Mean	Std. Deviation	Alpha ( $\alpha$ )
1-Teamwork	3.9755	.76414	.918
a) Organizational Climate	4.1265	.79119	.925
b) Communication Method	3.8622	.80865	.921
2- Innovation Method	3.7533	.73175	.913
a) Innovation System	3.8560	.79380	.920
b) Competitors and Technology	3.7900	.85232	.918
c) New Services	3.4322	.92540	.960

In terms of the arithmetic means of the research participants, it can be said that they partly participate in teamwork at workplaces ( $\bar{X}=3.97$ ). They all think that there is an organizational climate including teamwork in their banks. It is seen that the banks have a slight trouble in the management of effective communication in practice. After all, the arithmetic mean of the respondents ( $\bar{X}=3.86$ ) is a little bit lower here. The respondents partly agree on the subject of innovation management ( $\bar{X}=3.75$ ). They scored the highest in terms that an innovation system is available ( $\bar{X}=3.85$ ). The respondents scored relatively lower about putting new services into practice. In other words, the personnel was a bit neutral ( $\bar{X}=3.43$ ) about the banks putting new products and services into practice.

#### 4.4. Analyses of Hypotheses

The correlation analysis was used to evaluate the hypothesis formed about the relationship between innovation management and teamwork in the banking sector.

H1: There is a relationship between innovation management and teamwork.

A high and significant relationship was found as a result of the correlation analysis of both scales ( $r = 0.77$ ;  $p \leq 0.01$ ). Accordingly, hypothesis H1 was accepted. In addition, there are high and significant relationships between the dimensions of the scales.

**Table 4: Scales of Correlations**

	1.	2.	3.	4.	5.	6.	7.
1. Teamwork	1						
2. Organizational Climate	.937**	1					
3. Communication Management	.966**	.815**	1				
4. Innovation Management	.766**	.706**	.749**	1			
5. Innovation System	.744**	.693**	.721**	.942**	1		
6. Competitors and Technology	.778**	.712**	.764**	.917**	.811**	1	
7. New Services	.332**	.296**	.331**	.655**	.458**	.456**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed). N = 166

H2: Innovation management has an impact on teamwork.

In order to obtain a further understanding about the impact of the three dimensions of innovation management on teamwork, a multiple regression analysis was performed. Table 5 presents the results.

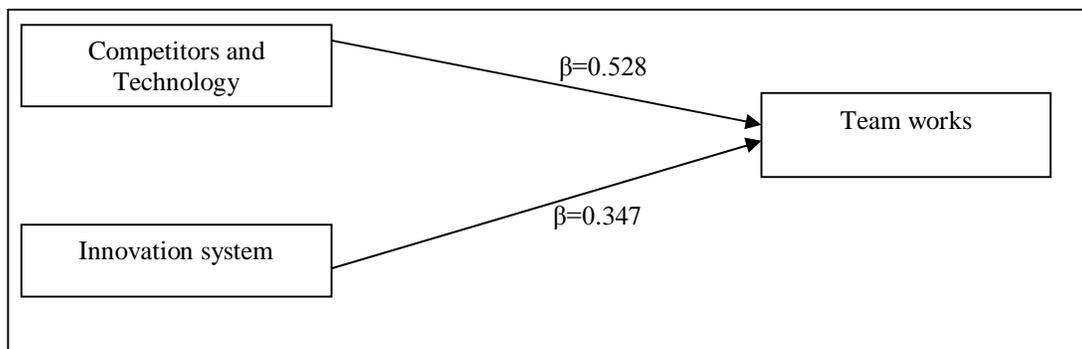
**Table 5: Multiple Regression Analysis for Dimensions of Innovation Management and Team Works**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.087	.188		5.778	.000
	Competitors and Technology	.473	.073	.528	6.518	.000
	Innovation System	.334	.078	.347	4.286	.000
	New Services	-.056	.044	-.068	-1.276	.204

R = 0.804; R<sup>2</sup> = 0.646; F = 98.460; p = 0.000

a. Dependent Variable: Teamwork

The dimensions of innovation management explain 64.6% of the variance in teamwork. Among the three dimensions of innovation management, Competitors and Technology has the most important impact on team works ( $p=0.000$ ;  $\beta=0.528$ ). The dimension “new services” has the lowest impact on team works with the  $p$  value of  $0.000 > 0.05$  ( $\beta=0.068$ ). As presented on Figure 5, all three dimensions of innovation management are significantly and positively related to teamwork. Thereby, it can be suggested that all dimensions of innovation management have a significant explanatory power on teamwork of the individuals and contribute to the exposition of voluntary behaviors despite the weak values of beta coefficients for new services.



Consequently, there is a relationship between innovation management and team management as the dimensions of innovation management play an important role in teamwork. This case has an impact on innovation management and teamwork, so the hypothesis H2 was accepted.

## 5. Conclusion

Innovation management which is highly important today has an impact in almost every sector and organizations constantly seek for innovation. Teamwork is significantly needed for making and realizing innovations in organizations. Innovation management and teamwork are two critical subjects for the banking sector in which there is an intense competition and advanced technology and teams with high performance are used. In this study, the aim was to determine the tendencies of the personnel working at the bank branches operating in Denizli which is one of the developed cities of Turkey and a city of industry, tourism and agriculture. As seen in the research, the personnel of the banks have high scores of innovation management and teamwork and banks give importance to this issue. On the other hand, a significant relationship was found between innovation management and teamwork. Two of the three dimensions of innovation management have a significant impact on teamwork. One's impact is low and not significant. It can be recommended to the managers working in the banking sector that a certain system should be built so that innovation management can be implemented, the competitors and the technology should be followed closely, an organizational climate that facilitates innovation management and teamwork should be created and an effective system of communication management should be built since people will do all these activities.

## 6. Limitations of the Study

The followings can be recommended to develop and understand innovation management and teamwork better: This research was conducted on the personnel working at the banks in Denizli province. It can be repeated in other cities and for cultures. Some problems were experienced while bank employees were answering the questionnaire due to their intense work pressure.

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