















explained by organizational learning is another important finding of analysis. Standardized beta coefficient shows that organizational learning (0,715,  $p < 0.000$ ) has a high positive and significant effect on innovative behaviors. It is understood that the 1-unit increase in organizational learning level will cause a positive increase of 71,5% in innovative behaviors of employees. The data obtained by regression analysis revealed that organizational learning levels of employees are affected innovative behaviors at a statistically significant level.

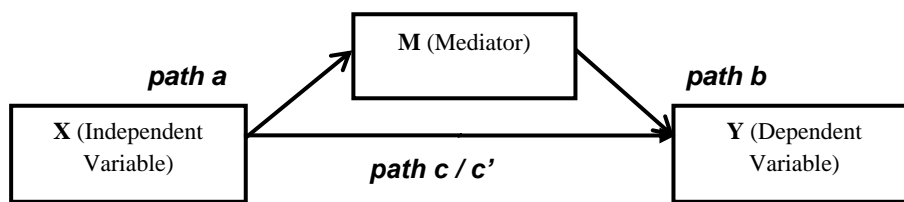
#### 4.3. Mediation Effect Of Organizational Learning On The Relation Between Ethical Climate And Innovative Behavior

PROCESS (moderate mediation) method was used in our study in order to test the existence and the role of the intermediate variable which indicates the indirect effect of the independent variable on the dependent variable. The method was developed by Andrew F. Hayes (2013) and its use is described in the book of "Introduction to Mediation, Moderation, and Conditional Process Analysis". It is an easy to use analysis method added to SPSS and SAS (Statistical Analysis System) statistical programs. PROCESS method uses the ordinary least squares or logistic regression based (path) analytic framework to estimate direct and indirect effects in single and multiple mediation models (parallel and serial).

According to PROCESS simple mediation model of our study; **X** represents ethical climate (independent variable), **Y** represents innovative behavior (dependent variable), **M** represents organizational learning (intermediate variable & mediator). **path a** refers to the effect of ethical climate on organizational learning, **path b** refers to the effect of organizational learning on innovative behavior. **path c** expresses the total effect of ethical climate on innovative behavior and **c'** expresses the direct effect of ethical climate on innovative behavior.

The simple moderate mediation model of Hayes (2013) is shown in Figure 1.

Figure 1: PROCESS simple mediation model



The summary of the findings on the mediating role of organizational learning in mediating between ethical climate and innovative behavior is as follows:

- 1) The variable X affects the variable M – **path a**
  - a.  $F(1,524) = 736.974$ ,  $p = < .01$ ,  $R^2 = 0.523$ . Ethical climate has a significant effect on organizational learning. **path a** is significant.
  - b.  $b = 1.141$ ,  $t(524) = 27.147$ ,  $p = < .01$
- 2) The variables X and M together affect the variable Y – **path b / path c'**
  - a.  $F(2,523) = 220.283$ ,  $p = < .01$ ,  $R^2 = 0.521$ . Ethical climate and organizational learning have significant impacts on innovative behavior. In this context, we can say that the model is significant.
  - b. The variable M affect the variable Y – **path b**
    - i.  $b = 0.654$ ,  $t(523) = 12.931$ ,  $p = < .01$ . Organizational learning has a significant effect on innovative behavior at the rate of 0.654 in relation to ethical climate and innovative behavior. **path b** is significant.
  - c. X no longer affect Y or the effect level is decreasing – **path c'**
    - i.  $b = 0.240$ ,  $t(523) = 3.607$ ,  $p = < .01$ . When the organizational learning is involved in the relationship between ethical climate and innovative behavior, ethical climate is weakening to influence innovative behaviors and the impact on innovative behaviors is diminishing. **path c'** is significant.
- 3) The variable X affect the variable Y (Total Effect) – **path c**
  - a.  $F(1,524) = 239.950$ ,  $p = < .01$ ,  $R^2 = 0.342$ . The ethical climate has a significant influence on innovative behavior. The findings show that the model is valid and significant. **path c** is significant.
  - b.  $b = 0.986$ ,  $t(524) = 15.490$ ,  $p = < .01$ . It has been found that ethical climate has an impact on innovative behavior at the rate of 0.986 in triple relation between ethical climate, organizational learning and innovative behavior.
- 4) Sobel Test (normal theory test) = Z
  - a.  $Z = 11.668$  ( $c-c' > 0$ ;  $c-c' \neq 0$ ),  $p = .01$ ,  $K^2$  (Kappa squared/mediation effect size=0.332) Depending on



statistical parameters organizational learning has a significant and positive mediating effect on the relationship between ethical climate and innovative behavior ( $Z > 0$ ). In the triple relation between these concepts, ethical climate has an effect size of 33% on innovative behavior.

All these results show us that organizational learning has a moderate mediation role in relation to ethical climate and innovative behavior. The results obtained with PROCESS mediation analysis 2.16 version using by SPSS analysis program are shown in Table 7.

**Table 7 - Process Moderate Mediation Analysis**

<i>Model=4</i>	<i>X: Ethical Climate</i>		<i>M: Organizational Learning</i>				
	<i>Y: Innovative Behavior</i>		<i>Sample Size: 526</i>				
<b>Outcome: OL ( path a )</b>							
<i>Model summary</i>	R	R-sq.	MSE	F	df1	df2	p
	,723	,523	,176	736,974	1,000	524,000	,000
<i>Model</i>	Coeff	Se	t	P	LLCI	ULCI	
<b>Constant</b>	-,156	,150	-1,044	,297	-,450	,138	
<b>EC (X)</b>	<b>1,141</b>	,042	27,147	,000	1,059	1,224	
<b>Outcome: Innovative Behavior ( path b &amp; path c' )</b>							
<i>Model Summary</i>	R	R-sq.	MSE	F	df1	df2	p
	,722	,521	,201	220,283	2,000	523,000	,000
<i>Model</i>	Coeff	Se	t	P	LLCI	ULCI	
<b>Constant</b>	,698	,182	3,844	,000	,342	1,055	
<b>OL (M)</b>	<b>,654</b>	,051	12,931	,000	,555	,754	
<b>EC (X)</b>	<b>,240</b>	,066	3,607	,000	,109	,370	
<b>Outcome: Innovative Behavior TOTAL EFFECT (path c)</b>							
<i>Model Summary</i>	R	R-sq.	MSE	F	df1	df2	p
	,585	,342	,276	239,950	1,000	524,000	,000
<i>Model</i>	Coeff	Se	t	P	LLCI	ULCI	
<b>Constant</b>	,596	,228	2,620	,000	,149	1,644	
<b>EC</b>	,986	,064	15,490	,000	,861	1,111	
<b>TOTAL, DIRECT AND INDIRECT EFFECTS</b>							
<b>Total effect of X on Y</b>							
	effect	SE	t	p	LLCI	ULCI	
	<b>,986</b>	,064	15,490	,000	,861	1,111	
<b>Direct effect of X on Y</b>							
	effect	SE	t	p	LLCI	ULCI	
	<b>,240</b>	,066	3,607	,000	,109	,370	
<b>Indirect effect of X on Y</b>							
	effect	Boot SE	Boot LLCI	Boot ULCI			
<b>OL</b>	<b>,747</b>	,064	,627	,874			
<b>R-squared mediation effect size (<math>R^2</math>- med) (Preacher and Kelly (2011); Kappa squared)</b>							
	effect	Boot SE	Boot LLCI	Boot ULCI			
<b>OL</b>	<b>,332</b>	,027	,279	,384			
<b>Sobel Test (normal theory test)</b>							
	effect	se	Z	p			
<b>ÖÖ</b>	<b>,747</b>	,064	<b>11,668</b>	,0000			

## 5. DISCUSSION AND CONCLUSION

The main objective of this study is to examine the relations between ethical climate, organizational learning and innovative behavior to reveal the effects and directions of these relations. Finally, it is aimed to determine whether organizational learning has a mediating role on the relation between ethical climate and innovative behavior.

Correlation analysis of the research revealed that there were significant and positive relations between ethical climate and organizational learning, ethical climate and innovative behavior, organizational learning and

innovative behavior at significance levels of 0.01 and 0.05. According to regression analysis results ethical climate has a significant and positive effect ( $R^2=0,753$ ,  $p<0.000$ ) on organizational learning. The results also show that ethical climate has significant and positive effects ( $R^2=0,486$ ,  $p<0.000$ ) on the innovative behaviors of employees. These results are supported by the findings obtained as a result of previous empirical studies such as West and Wallace (1991), West and Anderson (1996), Akkoç (2012), Kavousi and Mansouri (2015), Topçu et al., (2015). Hartmann (2006) noted that ethical climate, organizational culture, innovation related organizational values and norms are associated with innovative behavior in integrating innovative employees. Neubaum et al., (2004) found a strong and positive relationship between sub-dimensions of ethical climate and business innovation in their study. Er-Ming and Han (2008), Rhee et al., (2010), Eshlaghy and Maatofi (2011) also found that organizational learning has a strong significant and positive influence on innovativeness. In accordance with these researchs, it has also been found in this study that organizational learning have a positive and significant effect ( $R^2=0,511$ ,  $p<0.000$ ) on innovative behavior. Additionally, this result of our study has similarity and supported by the study findings of Hurley and Hult (1998), Özdevecioğlu and Biçkes (2012), Awang et al., (2014), Demirel and Kubba (2014). Weerawardena et al., (2006) reported in their studies that as the level of learning of employees increases, the innovation levels of enterprises also increase.

The results of PROCESS simple mediation analysis indicate that organizational learning has a moderate mediating role as an intermediate variable in the relationship between ethical climate and innovative behavior. It is identified that ethical climate affects organizational learning at the rate of 1,141 (path a). Ethical climate has also a total effect at the rate of 0,986 (path c) on innovative behavior with organizational learning. In the case of triple relation of these variables, organizational learning has a direct effect at the rate of 0,654 (path b) on innovative behavior and consequently ethical climate affects innovative behavior at the rate of 0,240 (path c') directly. Depending on these results we can conclude that organizational learning reduces the impact of ethical climate on innovative behavior in triple relationship between them. Besides these the findings indicate that ethical climate has an indirect effect at the rate of 0,747 (path a x path b=  $1,141 \times 0,654=0,747$ ) on innovative behavior through the organizational learning which is the mediator variable of the research model. And also according to the Sobel Test results it has been understood that organizational learning has a mediating effect on the relationship between ethical climate and innovative behavior as a mediating variable ( $Z=11,668$ ,  $p = .01$ ,  $Z > 0$ ) and this effect has a magnitude of 33% ( $K^2 = 0,332$ ).

This study demonstrates that organizations should consider ethical climate and organizational learning for more innovative employees. For this reason, organizations should develop specific innovative processes taking into account the processes of change and innovation. Organizations should create a work environment in which rights are distributed equally, learning demands are welcomed and learning is encouraged. Hereby, employees can be provided to be more innovative with high motivation. Ethical management policies and practices of organizations can positively affect employees' perceptions of justice. We can say that it is necessary to increase the learning trends and abilities of employees to make positive changes in their intention to innovate for organization. At this point, we can indicate that ethical management policies that can positively affect employees' perceptions of justice should be applied across the organization. Employees' innovative behaviors will help businesses to create competitive advantage. Accordingly, organizations will be able to reach the targets more easily and quickly that they set within the strategic plans.

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