

Original Article

## The Mediating Role of Person-Organization Fit in the Effect of Perceived Organizational Identification and Leader-Member Exchange on Innovative Behaviors in Nurses

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### Abstract

The purpose of this paper is to investigate the mediating role of person-organization fit in the effect of perceived organizational identification and leader-member exchange on the innovative behaviors of the nurses. Using a five-phase survey, data were collected from 408 nurses from working in a university hospital in the province of Eskisehir (Turkey). Regression analysis was used to examine the relationship between variables. The mediating effects is further examined by using three-statelier archival regression analysis proposed by Baron and Kenny. Person-organization fit partial mediates the positive relationship between perceived organizational identification and innovative behavior, and person-organization fit fully mediates the positive relationship between leader-member exchange and innovative behavior.

**Keywords:** Organizational Identification, Leader-Member Exchange, Innovative Behavior, Person-Organization Fit.

### Introduction

From the beginning of human history to the present day, the field of human health protection and diagnosis and treatment of diseases has been one of the fields in which science, scientific information, and technologies are produced and applied the most. The discovery of new scientific information and technologies in this field of science continues increasingly today. Nevertheless, innovation in healthcare is mostly on the shoulders of healthcare professionals (Afsar et al., 2015). Therefore, determining the variables that cause or support the innovative behavior of nurses, who are an important member of the professional healthcare team, is extremely important for the effectiveness and efficiency of the health care system.

Innovative behaviour is when the employee consciously applies or adopts new ideas of products, processes, and procedures to his job role, business unit, or the whole organization (West & Farr, 1989). In other words, it is a multi-stage behavior consisting of individuals, groups or organizational scale producing, developing and realizing the goods and services produced in order to be able to compete with competitors in an organization (Arun & Yildirim, 2017; Çalışkan, et al., 2019). Innovative behaviour can be demonstrated by employees discovering new technologies, proposing new methods to achieve goals, applying new working methods, securing the resources needed to implement new ideas, and researching new resources (Yuan & Woodman, 2010).

Understanding and promoting the motivation of innovative behaviours an important research topic (Scott & Bruce, 1994; De Spiegelaere et al., 2012), as innovative behavior of employees plays a decisive role in the success of the organization (Amabile, 1988; West & Farr, 1990; Janssen, 2004; Yuan & Woodman, 2010; Bos-Nehles, et al., 2017). Innovation ability of an organization is based on the innovative behaviour of its employees (Gebert et al., 2006; De Jong & Den Hartog, 2010). Innovative behaviors are not likely to occur at a high level unless there is encouragement and support from the organization, leaders, and fellow team members (Paulus et al., 2012). Additionally, Individual innovativeness is likely to occur in a work context characterized (Nisula & Kianto, 2016) that not only leaders but also organizational identification has an impact on innovative behaviour. The use of person-organization fit theories can be linked to management style (Verquer et al., 2003). Although the research found a positive effects of leadership on employee innovative behaviors, not all studies investigating this relationship are as encouraging (Agars et al., 2012; Moss & Ritossa, 2007). Addressing the apparent inconsistencies in the literature, leadership has a positive effect on employee innovation only when employee psychological empowerment is high (Pieterse et al., 2009). The proposition that moderator or mediator variables are responsible for the mixed results reported in the leadership and creativity literature supports this paper's argument that context must be considered when trying to understand innovative behaviour in organizations. Additionally, Diversity of expertise or background may facilitate creativity, but such diversity needs to be relevant to the task domain (Paulus et al., 2012). In that sense Role of Person-Organisation Fit seems an important mediator in the leadership and innovative behaviour relation. With this perspective, understanding the motivation sources of the innovative behaviour of nurses, which are an important element of the health care system, is the main purpose of this study. Nurses interact intensely with the manager, colleagues, and patients during working hours. The characteristic features of the profession indicate that organizational identification, leader-member exchange, and person-organization fit can have an impact on the innovative behaviour of nurses.

The aim of this study is to determine the effect of organizational identification and leader-member exchange on innovative behaviour while mediating the professional roles and responsibilities of nurses and the mediating role of person-organization fit in this effect. In the literature, no study investigating the innovative behaviour of nurses, together with these variables, has been found. Accordingly, the research question has been determined, and it is aimed to reveal new information about the relationships between the variables in the study model (Figure 1).

### Literature Review and Hypotheses

**Organizational Identification and Innovative Behaviour Relationship:** Social identity theory (Tajfel, 1978) takes identification as a concept. Strong organizational phenomena, such as identity and identification, form the basis of many organizational behaviors (Albert et al., 2000). Organizational identification allows employees to adopt organizational identity (Tompkins & Cheney, 1983). The employee creates cognitive awareness about organization membership. It makes sense of this awareness by shaping it with its values (Tajfel, 1982). With organizational identification, members of the organization satisfy their psychological needs, such as safety, affiliation, self-enhancement, and self-actualization. Employees who satisfy these needs behave following the organization's goals and needs (Mills et al., 2005). Organizational identification means the general satisfaction of employees from their organizations; it reflects the organization's evaluations about its image, attractiveness, and appropriateness (Chen et al., 2015). organizational identification has important effects on individual behavior and performance (Carmeli, 2005). organizational identification of nurses is reflected in job performance and hospital success in achieving organizational goals (Chen et al., 2015). In his research on nurses, Chen et al. (2015) concluded that by maximizing organizational identification, nurses could improve their service concepts and attitudes. In this direction, they will achieve significant improvements in nurses' extra-role performances. In light of theoretical knowledge, the following hypothesis has been established.

**Hypothesis 1:** Organizational identification positively and significantly effects the innovative behavior of nurses.

**Leader-Member Exchange and Innovative Behavior Relationship:** Leader-member exchange theory is an approach that focuses on the mutual relations between the leader and members in line with the assumption that leaders do not interact with their members within the working group (Dansereau et al., 1975; Graen & Cashman, 1975). This theory addresses each leader and employee relationship separately (Dansereau et al., 1975; Graen & Uhl-Bien, 1995; Gerstner & Day, 1997; Liden & Maslyn, 1998; Van Breukelen, et al., 2006). Leader-member exchange theory was influenced by role theory and social change theories (Maslyn & Uhl-Bien, 2001). This theory is an approach that brings a different perspective to leadership theories and draws attention to bilateral relations between the leader and employees (Dansereau et al., 1975). The differences in relationships affect both the leader and employee behaviors (Graen & Uhl-Bien, 1995; Gerstner & Day, 1997; Breukelen et al., 2006). The relations of leaders with their employees are evaluated in two categories. The first of these is the in-group category, which includes improved mutual respect, trust, interaction, and appreciation between the leader and the employee. The second is the non-group category, where the leader uses traditional management methods against his subordinates (Dienesch & Liden, 1986). According to the theory, relations vary according to the nature of financial resources, information, and support exchanges. The higher the perceived value of the traded abstract and concrete assets, the more the quality of the leader-member exchange (Wayne et al., 1997). According to this theory, as the quality of the relationship between leaders and employees increases, it develops and transforms towards giving respect, trust, and support, which are higher values than the change of economic resources (Gerstner & Day, 1997; Graen & Uhl-Bien, 1995). This situation provides leaders with the opportunity to have more influence on resource and time planning decisions for more autonomous and out-of-role jobs in their work with employees. The comfortable working climate that emerges encourages employees to express their innovative ideas. Leaders at this level support innovative problem-solving behaviors (Boerner, et al., 2007). In this case, the employee is

not only satisfied with his job but also feels obliged to display behaviors that are directly in the interests of the leader and beyond the job description. Likewise, the leader feels obliged to give the employee rewards and privileges by the principle of reciprocity (Settoon, et al., 1996). In previous researches, positive and significant relationships were determined between leader-member exchange and the innovative behaviour of employees (Volmer, et al., 2012; Turek & Turek 2013; Agarwal, 2014; Wang, et al., 2015; Alsughayir, 2017). In order to better understand the relationships between the two variables in the nurses' sample, the following hypothesis has been established in the light of theoretical and empirical research findings.

**Hypothesis 2:** leader-member exchange positively and significantly effects the innovative behaviour of nurses.

**Organizational Identification and Person-Organization Fit Relationship:** According to Chatman (1989:339), person-organization fit is the match or overlap between the values and norms of the organization and the values of the individual. Person-organization fit focuses on the harmony of the person and the organization as a whole rather than a specific job, group, or occupational harmony (Kim, 2012). Person-organization fit is a multidimensional approach that covers the employee's relationship with many working dynamics within the organization. (Kristof-Brown et al., 2002). The concept of person-organization fit; is based on the assumption that organizations have some characteristics that have the potential to be compatible with the character of employees and that the behavior of employees will be significantly affected by the degree of this fit (Hoffman & Woehr, 2006). person-organization fit is the similarity between a number of personality traits such as values, goals, personality traits and attitudes of individuals, and organizational characteristics such as organizational culture, organizational climate, organizational values, goals, and rules (Chatman, 1989). Person-organization fit is about the extent to which the person is compatible with the values, goals, and mission of the organization (Lauver & Kristof-Brown, 2001). Ashforth and Mael (1989) define organizational identification as the perception of unity or belonging. The employee establishes social cooperation with other employees through communication (Cheney, 1983; Cheney &

Tompkins, 1987; Scott, 2007). The employee becomes a member of the group, and the group members gather around similar thoughts, values, and norms. Organizational identification is the perception of belonging to a group (Ashforth & Mael, 1989). The employee uses the identity of the organization to identify himself (Ravishankar & Pan, 2008). Organizational identification is effective in work-related attitudes and behaviors. Individuals who are more identified with their organization, profession, career, and working groups are more prone to innovative thinking and mobilizing these thoughts (Van Dick et al., 2004). Organizational identification is accepted as the desired link of the employee with the organization (Dutton et al., 1994; Pratt, 1998). Organizational identification is strengthened by the harmony of values between the organization and the employee (Dutton et al., 1994). Employees who are strongly identified with the organization they work with form self-definitions as members of the organization and establish a psychological connection with the organization. The employee feels the organization as a part of himself (Scott & Lane, 2000). Thus, he sees the success and failures of the working organization as his success and failure (Mael & Ashforth, 1995). Organizational identification and person-organization fit are the cognitive adaptation of the person to the organization. The feeling and integration of the individual to the organization helps him to adapt to all the dynamics of the organization (Chatman, 1991; Schneider, 1987). In studies conducted in different sectors and professional groups, a positive correlation was found between these two variables (Edwards & Cable, 2009; Vondey, 2010; Akbas & Cetin, 2015). With the research conducted on nurses, it was evaluated that the relations between the concepts were better understood, and the following hypothesis was established in the light of theoretical and empirical research findings.

**Hypothesis 3:** Organizational identification positively and significantly effects nurses' person-organization fit.

**Leader-Member Exchange and Person-Organization Fit Relationship:** Leader-member exchange is a theory that reveals the importance of communication. It is known that good relations between leaders and employees are the basis of effective behavior reflections. (House & Aditya,

1997). Leader-member exchange theory suggests that leaders will develop a special relationship with their employees and establish social exchange (Graen & Uhl-Bien, 1995). Research reveals consistently that the quality of the relationship between the leader and his employees is associated with beneficial outcomes such as business attitudes, interpersonal behavior and performance for employees and their organizations (Kim, et al., 2015; Martin, et al., 2016). There has been little research on situational conditions affecting the development of leader-member exchange (Green et al., 1996; Yukl, 2013). Some aspects of the situation that are likely to be relevant include demographic attributes of work unit members (e.g. person-organization fit), job characteristics, work unit characteristics, and type of organization (Yukl, 2013). These situational variables may affect the type of dyadic relationships that occur, the underlying exchange processes, and the implications for effective leadership. In studies on person-organization fit; when a good level of person-organization fit has been established, it has been shown that employees adapt to their jobs and perform well a develop positive attitudes and behaviors related to work (O'Reilly, et al., 1991; Cable & Judge, 1996; Kristof-Brown, et al., 2005). Therefore, it can be stated that the quality interaction that will occur between the leader and the employee will strengthen the person-organization fit. The negative or positive effects of extreme differentiation will be greater in some types of situations than in others. Leader behaviors directed at selected individuals to increase their self-efficacy thus innovation and identification with the leader may have positive effects for those individuals (Wu et al., 2010). Researches show that there is a positive relationship between leader-member exchange and person-organization fit (Van Vianen, et al., 2011; Jung & Takeuchi, 2014; Besen & Aktas, 2016; Kocak, 2018). With the study on nurses, the relations between the two concepts will be better understood. The following hypothesis has been established in the light of theoretical and empirical research findings.

**Hypothesis 4:** Leader-member exchange positively and significantly effects nurses' person-organization fit.

**Person-Organization Fit and Innovative Behaviour Relationship:** Innovative behaviour is

conscious behaviors that are put forward by the employee to put new and useful ideas, processes, products, or procedures into practice (De Jong & Den Hartog, 2010). In addition to generating new ideas, it also includes the internalization of new ideas produced by other employees for the organization or business unit (Woodman et al., 1993). Person-organization fit, pointing to the similarity between the personality traits and organizational traits of the employee (Chatman, 1989), encourages the employee's innovative behaviour and positively contributes to the internalization of innovative behaviour by other employees. In the literature, there is no study investigating the relationship between person-organization fit and innovative behaviour in the sample of nurses. In a study conducted on a different sector, a positive correlation was found between the two variables (Turunc, et al., 2013). In light of theoretical and empirical research findings, the following hypothesis has been established.

**Hypothesis 5:** Person-organization fit positively and significantly effects the innovative behaviour of nurses.

#### **The Mediating Role of Person-Organization Fit**

Person-organization fit is a concept that affects many organizational variables and is often preferred as a mediator in research (Akkoç & Gür, 2018; Çalışkan & Pekkan, 2019; Özdemir, et al., 2019). In the literature, there is no study investigating the mediating role of person-organization fit in the effect of organizational identification employees on innovative behaviour. however, the relationship between organizational identification and innovative behaviour stemming from theory, between organizational identification and person-organization fit (Edwards & Cable, 2009; Vondey, 2010; Akbas, & Cetin, 2015), and person-organization fit and innovative behaviour variables (Turunc, et al., 2013). Moreover, findings regarding the presence of a positive correlation obtained from empirical studies indicate that POI may have an intermediary role in organizational identification's nurses' innovative behaviour effect. In light of theoretical and empirical research findings, the following mediation hypothesis was established.

**Hypothesis 6:** Person-organization fit has a mediating role in the effect of organizational identification on the innovative behaviour of nurses.

In the studies carried out; Among the IBs of employees with leader-member exchange (Volmer, et al., 2012; Turek & Turek 2013; Agarwal, 2014; Wang, et al., 2015; Alsughayir, 2017), between leader-member exchange and person-organization fit (Van Vianen, et al., 2011; Jung & Takeuchi, 2014; Besen & Aktas, 2016; Kocak, 2018) and person-organization fit and innovative behaviour (Turunc, et al., 2013) Findings regarding the existence of a positive correlation obtained from both theory and empirical studies indicate that leader-member exchange may have an intermediary role in the effect of nurses on the innovative behaviour effect of person-organization fit. In light of theoretical and empirical research findings, the following mediation hypothesis was established.

**Hypothesis 7:** Person-organization fit has a mediating role in the effect of leader-member exchange on the innovative behaviour of nurses.

The research model and hypotheses created based on theory and research are presented in Figure 1.

#### **The Research Method**

**Materials and Methods:** Ethical approval was obtained from the Non-Interventional Clinical Research Ethics Committee of Eskisehir Osmangazi University (approval number: 19, date of approval: 04/02/2020). In addition, permission of the institution where the study was conducted were obtained. A predictive research was conducted using a five-phase questionnaires. In the research, factor analysis was performed for each variable, and then correlations between variables were determined. Hierarchical regression analysis and hypotheses and mediating effects were tested. Then Sobel tests were conducted for the mediation effect.

**Research Sample:** The research sample consists of nurses working in a university hospital (n = 560) operating in Eskisehir (Turkey). In this context, it is planned to conduct a survey applied to a total of 480 nurse randomly selected by the sampling method (data was collected between February and March 2020). After uncompleted questionnaires were excluded, a final sample was 408 (%85) questionnaires was used for data analyses. The demographic characteristics of participants can be seen in Table 1.

Nurses participating in the research; 77.7% are women (n = 317), 54.9% (n = 224) are married and 49.3% (n = 201) are graduates. The average age of the sample is 30.76 (SD= 7,97), the average

working period as nurse is 8.28 years (SD= 6,65) and 6.4% (n = 26) have an executive position.

**Measures:** Person-Organization Fit Questionnaire: 4-item scale developed by Netemeyer et al. (1997) was used to determine the level of person-organization fit in businesses.Examples of item is: “I feel that my personal values are a good fit with this organization”. The Cronbach's alpha reliability coefficient of the original scale was found to be  $\alpha = .88$  (Netemeyer et al., 1997). The answers in the scale were taken with the 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). Organizational Identification Questionnaire: 6-item scale developed by Mael&Ashforth (1995) was used. Examples of item is: “When someone criticizes this firm, I feel like a personal insult”. Mael&Ashforth (1992) reported the Cronbach alpha reliability coefficient of the scale was found to be  $\alpha=.87$ . The answers in the scale were taken with the 5-point Likert scale (1 = strongly disagree, 5 = strongly agree).

Innovative Behaviour Questionnaire: 6-item scale developed by Scott & Bruce. (1994) was used. Examples of item is: “Searches out new technologies, processes, techniques, and/or product ideas”. Cronbach's alpha reliability coefficient of the original scale was found to be  $\alpha = .89$ . The answers in the scale were taken with the 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). Leader-member Exchange Questionnaire: 5-item scale developed by Graen, et al., (1982) was used. Examples of item is: “I have enough confidence in my coach that I would defend and justify his or her decision if he or she was not present to do so”. The Cronbach's alpha reliability coefficient of the original scale was found to be  $\alpha = .89$ . The answers in the scale were taken with the 5-point Likert scale (1 = strongly disagree, 5 = strongly agree).

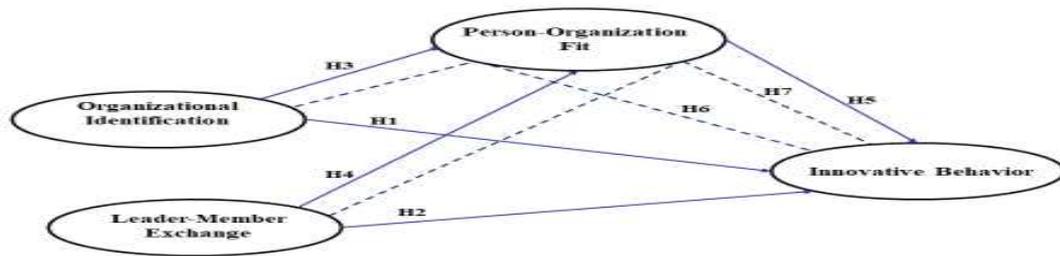


Figure 1. Research Model and Hypotheses

Table 1. Demographic Characteristics of Participants (N = 408)

Characteristic		N	%
Educational level	High school	106	26,0
	Associate degree	47	11,5
	University	201	49,3
	Master's Degree	41	10,0
	Doctorate	13	3,2

<b>Job title</b>	Nurse	382	93,6
	Executivenurse	26	6,6
<b>Gender</b>	Female	317	77,7
	Male	91	22,3
<b>Marital status</b>	Married	224	54,9
	Single	184	45,1
	<b>Lowest Highest</b>	<b>MSD</b>	
<b>Age(yrs)</b>	19 59	30,76 7,97	
<b>Working period as nurse (yrs)</b>	136	8,28 6,65	

*Note. M = mean; SD = standard deviation; yrs = years*

## Results

The study variables correlation matrix presented in Table 2. As can be seen in Table 2, there are significant relationships between the variables in the research subject. In order to determine whether there are multiple linear connection problems in the study model, collinearity is examined. The obtained tolerance and VIF values gave results confirming that there were no multiple connections between independent variables (Tolerance > .2, VIF < 3). Three-stage regression analysis proposed by Baron & Kenny (1986) was conducted to explain the effect of organizational identification on innovative behaviour and the role of person-organization fit in this effect. According to this method, the independent variable should affect the dependent variable and the mediator variable. When the mediator variable is included in the regression analysis together with the independent variable, while the regression coefficient of the independent variable on the dependent variable decreases, the significant effect of the mediator variable on the dependent variable should continue. In this case, in order to determine the mediating role of person-organization fit, the relationships between leader-member exchange, innovative behaviour, and person-organization fit were examined through hierarchical regression analysis, and sobel tests were performed. Findings related to brokerage tests are given in tables 3 and 4. Within the scope of the mediation test, the relationship between the

independent variable organizational identification and innovative behaviour was examined. First stage, organizational identification has been found to significantly affect innovative behaviour ( $\beta = .25$ ,  $p < .001$ ). In the second step, the effect of organizational identification on the person-organization fit, through which the intermediary was investigated, was investigated. As a result of the analysis, it was determined that organizational identification significantly affected person-organization fit ( $\beta = .32$ ,  $p < .001$ ). It was determined that person-organization fit, whose intermediation was investigated, significantly affected innovative behaviour ( $\beta = .32$ ,  $p < .001$ ). In the last step, organizational identification and its intermediate were analyzed together with person-organization fit, and its effects on innovative behaviour were examined. As a result of this analysis, with the analysis of organizational identification and person-organization fit, its effect on innovative behaviour continued and decreased ( $\beta = .16$ ,  $p < .01$ ), and its effect on innovative behaviour continued in person-organization fit ( $\beta = .27$ ,  $p < .001$ ). After these conditions were met, the sobel test was performed to confirm the mediation effect, and sobel (z) was found significant ( $z = 4.0$ ,  $p < .001$ ). This finding shows that person-organization fit plays a partial mediating role in the effect of organizational identification on innovative behaviour. As a result of this section analysis, it is en that H1, H3, H5, and mediation hypothesis H6 are supported

**Table 2. Mean, Standard Deviation and Correlation Analysis of the Variables**

	<b>M</b>	<b>SD</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Organizational Identification</b>	3.49	.75	(.72)			
<b>Leader-Member Exchange</b>	3.46	.82	.39**	(.86)		
<b>Person-Organization Fit</b>	3.58	.74	.33**	.29**	(.83)	
<b>Innovative Behavior</b>	3.86	.68	.25**	.28**	.32**	(.88)

Note.  $n = 408$ ;  $M = \text{mean}$ ;  $SD = \text{standard deviation}$ ; \*\*  $p < 0.01$ ; Cronbach's  $\alpha$  reliability in parentheses

**Table 3. Results of the Analysis**

<b>Stages of The Mediating Analysis:</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>Variables</b>	<b>Innovative Behaviours</b>	<b>Person-Organization Fit</b>	<b>Innovative Behaviours</b>
	$\beta$	$\beta$	$\beta$
Organizational Identification	.25***	.32***	.16**
Person-Organization Fit			.27***
Age	.022	-.005	.132
Control Variables			
Expereince	-.089	-.042	.123
	$\Delta R^2 = .067$	$\Delta R^2 = .107$	$\Delta R^2 = .109$
	F= 9.6***	F= 16.2***	F= 15.2***
Sobel Test(z) 4.04***			

\*\*  $p \leq .01$ , \*\*\* $p \leq .001$

In the second stage of the mediation test, the relationships between the other independent variable leader-member exchange and innovative behaviour were examined. First stage; it was determined that leader-member exchange significantly affected innovative behaviour ( $\beta = .28$ ,  $p < .001$ ). In the second step, the effect of leader-member exchange on person-organization fit, through which the agent was investigated, was investigated. As a result of the analysis, it was found that leader-member exchange significantly affected person-organization fit ( $\beta = .29$ ,  $p < .001$ ). It was determined that person-organization fit, whose intermediation was investigated, significantly affected innovative behaviour ( $\beta = .32$ ,  $p < .001$ ). In the last step, leader-member exchange and person-organization fit, whose intermediary was investigated, were analyzed together and their effects on innovative behaviour were examined. As

a result of this analysis, the effect on innovative behaviour continued and decreased ( $\beta = .20$ ,  $p < .001$ ) with leader-member exchange and person-organization fit, and its effect on innovative behaviour in person-organization fit continued ( $\beta = .26$ ,  $p < .001$ ). After these conditions were met, the sobel test was performed to confirm the mediation effect and sobel (z) was found significant ( $z = 4.4$ ,  $p < .001$ ). This finding indicates that person-organization fit plays a partial mediating role in the effect of leader-member exchange on innovative behaviour. As a result of this section analysis, it is seen that H2, H4 and mediation hypothesis H7 are supported. According to the results of the hierarchical regression analysis, it was determined that independent variables affect the mediating variable, and person-organization fit increases innovative behaviour

**Table 4. Results of the Analysis**

Stages of The Mediating Analysis:	1	2	3
Variables	Innovative Behaviours	Person-Organization Fit	Innovative Behaviours
	$\beta$	$\beta$	$\beta$
Leader-Member Exchange	.28***	.29***	.20***
Person-Organization Fit			.26***
Age	.030	.137	.032
Control Variables			
Expereince	-.079	-.109	-.072
	$\Delta R^2 = .084$	$\Delta R^2 = .086$	$\Delta R^2 = .147$
	F= 12.3***	F= 12.7***	F= 17.3***
Sobel Test(z) 4.42***			

\*\*\* $p \leq 001$

### Discussion and Conclusion

The results obtained with this study for the first time showed that organizational identification is associated with innovative behaviour, and nurses increased innovative behaviour positively and significantly. Organizational identification is a unique form of social identity where employees see themselves as members of a private group. When employees identify with groups, they perceive that they belong to these groups then organizational identification creates a cognitive link between the employee and the organization (Mael & Ashforth 1992; Dukerich et al., 2002). This cognitive bond with organizational identification encourages the employee to take part in my attitudes towards the benefit of the organization. Innovative behaviour is also a vital concept for organizations to gain a competitive advantage. Thus, nurses will tend to exhibit more innovative behaviour if they have organizational identification or will adopt and implement an innovation discovered by their colleagues. It has been determined that leader-member exchange is associated with innovative behaviour and increases innovative behaviour positively and significantly. This finding is compatible with similar research findings (Volmer, et al., 2012; Turek & Turek 2013; Agarwal, 2014; Wang, et al., 2015). In health organizations, administrative nurses are responsible for the planning, organization, execution, evaluation, and control of nursing services. In this direction, administrative nurses are in a strategic position to realize innovative behaviour, which is very important in

the field of nursing—empowering nurses to have a strengthened nurse human resource with bilateral relations. Will be able to provide better quality, safer health care services. Thus, with quality leader-member exchange, nurses' innovative behavior will become widespread and can develop positively. In the research, since both variables express the cognitive adaptation of the employee to the organization, it was foreseen that the relationship between them was positive, and it was determined that organizational identification was associated with person-organization fit and that person-organization fit increased positively and significantly. This result supports similar research (Edwards & Cable, 2009; Vondey, 2010; Akbas, & Cetin, 2015). Organizational identification perceived by nurses; strengthens the similarity between personality traits such as their values, goals, attitudes, and organizational traits such as organizational culture, organizational climate, organizational value, goals, and rules and strengthens person-organization fit. It has been determined that leader-member exchange was associated with person-organization fit and that person-organization fit increased positively and significantly this finding is compatible with similar research findings (Van Vianen, et al., 2011; Jung & Takeuchi, 2014; Besen & Aktas, 2016; Kocak, 2018). Between the leader and the nurse; The development of the relationship, which is expressed as an in-group category with mutual respect, trust, interaction, and appreciation, will facilitate the harmony of the personality traits and organizational characteristics of the nurse, and will ensure a higher level of person-organization

fit. It was determined that person-organization fit is associated with innovative behaviour and increases innovative behaviour positively and significantly. Nurses should be innovative to protect and improve the health of the individual, family, and society, to prevent diseases, to find better solutions for the care and treatment of diseases (Herdman, 2009). The high level of harmony of nurses' personality traits and the values, goals, and mission of the organization will encourage them to be involved in more beneficial activities on behalf of the organization, thereby contributing to the increase of innovative behaviour and for both the organization and itself. This finding supports a similar research finding (Turunc, et al., 2013). The contribution of this study to the theory can be expressed as the finding that organizational identification and leader-member exchange, which are perceived in organizations, can be increased by the mediating role of person-organization fit in the effect of innovative behaviour, which is a crucial output variable. Secondly, the finding of the positive effect of person-organization fit on perceived organizational identification and leader-member exchange in increasing nurses of innovative behaviour is significant as the first evidence of scientific knowledge about the role of mediation in person-organization fit in the relationship between the dependent and independent variables in this study.

**Implications for Nursing:** The contribution of this study to practice is to determine that clinical nurses, which are an essential force in the realization of the organizational goals of the hospital, have a positive contribution to the perceived organizational identification, leader-member exchange, and person-organization fit. It can be stated that the innovative behaviour of nurses, which have a significant role in increasing the effectiveness and efficiency levels of health care systems, can be achieved through the identification and harmony of the leader and nurses with the quality leader-member relationship and organizations. Hospital managers, nursing practice environment; can improve the quality of nursing care and safety if they support innovative behaviour by improving organizational identification, leader-member exchange, and person-organization fit.

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