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## THE EFFECT OF CAREER MANAGEMENT APPLICATIONS ON EMPLOYEE CREATIVITY: A RESEARCH IN KONYA, TURKEY

Dilek SAĞLIK\*  
Abdullah YILMAZ\*\*

### Abstract

Organizations wanting to capture and have the dynamism to hold the contemporary changes in their hands, or even wanting to go a step beyond of the changes; aim to capture "human resources who are knowledgeable, have the potential to provide solutions to new challenges and are qualified" more than technological and financial superiority. Therefore institutions began designing their organizational structure in accordance with their staffs future plans and career prospects. In the literature study, there has not been observed any study discussing the relationship between creativity and career management applications. Hence, the main purpose of this study is to investigate whether career management applications and lower dimensions which aim to combine the individual and organizational career goals have any effect on employee creativity. The study is an empirical research and for collecting data survey techniques are used. The universe of their search is civil servants at a public institution in the province of Konya, Turkey. To the surveyed 92 personnel, Career Management and Employee Creativity scales were applied. Then the data obtained was analyzed using SPSS 22 software package. As a result of the research it has been identified that the career development subscale of career management has a positive and significant effect on employee creativity. It has also been observed that there is a moderate level of creativity of participants.

**Keywords:** Career, Career Management, Creativity, Employee Creativity.

### 1. Introduction

Chaotic order emerging together with globalization forces organizations to provide competitive advantage and make it sustainable. Career management applications of organizations, which want to survive in market conditions of today, are important in terms of need for qualified staff. Due to the fact that change speed is high, there is a need for creative ideas for capturing this change and even passing one step further of it. What will capture this change in individual and organizational life is organizational employees in the various stages. The aim of this study is to research the effect of career management applications, as an actual issue, on employee creativity.

In order to be able to achieve this aim, in the scope of the study consisting of four sections, first of all, in the section of theoretical framework, the concepts of career, career management, and creativity are referred to. In the second section, theoretical models and hypotheses take place. In the third and fourth sections, the details on study methods, conclusion and suggestions are mentioned about.

### 2. Theoretical Framework

#### 2.1. Career and Career Management

The types of employees, who today's organizations desire the most, are employees, who enjoy his/her job, have strong communication, and adapt to the targets of the place he/she works voluntarily (Koçyiğit and Akgemci, 2013: 17). For recruiting, the works having these qualifications, retaining them in organization, and their developing themselves, in long term, career management applications are utilized in terms of the development and productivity of organization.

The concept career has an important place in human resources management. In this context, in the literature, the concept career was first scientifically used in 1956 in the book of "Psychology of Occupations" by Anne Rose (Yavuz, 2006: 5). After 1980s, with innovations emerging in management sciences as a result of globalization, the subject career has stood out in organizations (Aytaç, 1997: 12).

Career is the advance and development of person in business life and, that he/she acquires knowledge and experience in his/her job (Bedük, 2010: 136). Careers are, in the primary meaning, outcomes forming as a result of that people try to make meaningful of their life experiences (Niles and Haris-Bowlsbey, 2013: 36). In the concept career, it is aimed at combining the individual and organizational objectives (Granrose and Portwood, 1987: 699).

\* Phd. Candidate, Selcuk University, Institute of Social Sciences, Department of Business Administration, dd-l-k@hotmail.com

\*\* Research Assistant, Selcuk University, Faculty of Economics and Administrative Sciences, Department of Business Administration, abduhahyilmaz@selcuk.edu.tr

Career management, in its the shortest definition, is art of managing life continuing lifelong (Nadarajah et al., 2012: 107). Career management consists of the processes of planning and developing the careers of employees, combining the individual and organizational targets (De Vos et al., 2007: 160).

In individual career management, individuals, first of all, try to know themselves and, in this direction, are shaped their careers in order to reach the outcomes that are compatible with their own values and can be net (Briscoe and Hall, 2006: 31). Individual career management is as important as organizational career management in organizations in order to reach the career goals of the employees. Individual career management involves a process of planning, organizing, conducting, coordinating and controlling the activities which are necessary to achieve the goals and objectives of employees. Individuals generally desire to follow career path which is the most appropriate for their own lifestyle in this process (Schilling, 2012: 726).

When the literature is examined in terms of organizational career management practices can be put in order as the policies of recruiting and upgrading, transfers and change of place, dismissal, retirement, organizational reserving, orientation programs, and manager developing (Kabadayı, 2013: 19).

Nowadays, there is a change and transformation in organizational career management practices. In the recent years, it is observed that there is a pass from organizational career to a continuously changing a limitless career due to generational changes and business senses. The individuals having an education at high level are in the position of an entrepreneur of their own careers. These individuals, for surviving and increasing market values, prefer jobs compatible with their own targets as longs market conditions are suitable (Hoekstra, 2011: 159).

At the present days, classic hierarchical structures have lost its validity and, in organizations, more flexible career opportunities have begun to prevail. This state requires more effective career planning in organizations. That an employee proceeds in his/her career is closely related to the career plans of the organization, where he/she works. In this framework, today's organizations should exactly restructure their existing managements (Tosun and Sarpkaya, 2014: 1973). Career management applications have begun to be viewed as a competitive arm for organizations (Noe, 1998: 119). Organization managers should form a career management strategy according to the culture of organization. That [employers] encourage career management will improve motivation of employees. Thus, employees will increase their degrees of organizational engagement (Karasoy and Bedük, 2014: 68).

With career management applications, organizations enable their individual and organizational career plans, prepared toward developing career, to be implemented (Özdemir and Aras, 2015: 112). Career management is an important and effective managerial element in selecting, training and developing, staff to work in organization, counseling to staff, awarding motivation, and determining waging systems of employees (Kabadayı, 2013: 19).

As a result, besides career management is so duty that is necessary to be carried out with the technical support of human resource department, it is also an effort that needs to be under responsibility of managers in the different stages of organizations and that is considered to be in the function of directing. When mentioned about career management, what should be understood are the activities integrating the actions of career developing, and directing the individual and organizational career efforts (Şimşek and Öge, 2015: 292).

## **2.2. Creativity**

In business world of today, creativity is an important concept (Wong and Pang, 2003: 551). Creativity is defined as "finding the original qualified, and rational solutions to the problems faced" (Bratnicka and Bratnicki, 2013: 155).

For an organization to be able to entirely utilize opinions of its own members, it needs for staff both innovative and creative. With the expression of Lawrence B. Mohr, creativity expresses to introduce something new and innovation, application area of this innovation generated (Şimşek et al., 2003: 295). Creativity is to have ability to create the new things, opinions, or products. Therefore, "creativity is driving force of innovation" (Sundgren, 2003: 146).

With the production of services and products in the best way, for being able to provide their continuity, creativity is a necessary element (Çavuş ve Akgemci, 2008: 233). The creativity, as a concept, is mainly embraced in the literature as employee creativity and organizational creativity. It is useful to mention these types of creativity.

### **2.2.1. Employee Creativity**

Creativity is the process of developing new opinions and expressing them. In terms of creativity potential, the factor age is not a barrier. Taking calculated risk and considering out of traditional styles play important role in creativity (Luecke and Parlak, 2008: 116). Individual creativity of employees, according to

Woodman et al. (1993), consists of features such as personality, biological and cognitive elements, internal motivations, being knowledgeable, sense of wonder, energy, and being honest (Woodman et al., 1993: 304).

Goethe, famous from the aspect of his creativity, says that "one percent of creativity is of talent and the remaining is labor". Within each individual, there is a creativity function consisting of three components. These are specialization, ability to creatively think of, and motivation. Managers, through applications and conditions in workplace, can influence these three components in the good or bad direction (Güvenç, 2010: 40).

### **2.2.2. Organizational Creativity**

Research in the creativity area was carried out in the framework of thinking styles, personality characteristics, motivation, and cognitive capacities of individuals until the recent past. In the recent periods, creativities of individuals are examined, also including environmental conditions (organizational features), due to the fact that they are viewed as the main resource of innovation and that one wants to be used it in enhancing the performance of organizations, together with the personal characteristics and motivations of individuals, forming an interaction circle (Ürü, 2009: 82). With the studies carried out, the concept of organizational innovation is considered as a precondition for promoting new technologies and a successful product or technical process innovation and a necessary adaptation for organization (Armbruster et al., 2008: 645). Generating and creating the valuable, useful, and new products, thoughts, methods and processes produced by the individuals working together in complex social systems are expressed as organizational creativity (Bratnicka and Bratnicki, 2013: 155).

### **2.3. The Relationship Between Career Management and Creativity**

The subject of career and creativity is of the subject that is trend of the last times. It was identified that the subjects of career, career management, and creativity are the subject of a number of studies in the context of different studies in the domestic and foreign literature with the variables such as organizational engagement, motivation, performance, job satisfaction, human resources management, stress, emotional intelligence, leadership, organizational climate, innovation strategies, and personality characteristics.

Effective career management and strategies are needed to have the productive and creative employees in the organizations. At the same time these employees who has the knowledge and skills that can keep pace with economic developments must be kept in the organization by affective career management and strategies (Soysal, 2006: 4).

The relationship of the subject career with wage and job satisfaction was examined by İmamoğlu et al. in textile businesses in 2004. At the end of the study, it was reached the finding that staff working in the businesses did not use their creativity capacities in full meaning. In the same study, it is seen that creativity and career expectation have a positive effect on work satisfaction. It was understood that the factor wage does not have any effect on the model.

In 2013, Gürkan and Koçoğlu, on teaching assistants serving Waqf Universities, in the effect of perceptions of creative organizational climate on career satisfaction, reached the finding that emotional commitment has partly a mediation role. In the study, it was reached the conclusion that the employees of Waqf University had more career satisfaction, perception of creative organization, and emotional commitments than teaching assistants serving in public. It was understood that the staff having the tenure of 7-9 years had more creative organizational climate than the other staff serving for 4-6 years and 10 -12 years. It was found that the career satisfactions of the professors working age 51 and over were higher than the other academicians.

In some studies carried out related to the subject creativity it was seen that creativity changed according to the gender and age. In application of creative strategies, the employees that are young and have less experience preferred more than the experienced and old-aged employees (Mostafa and El-Masry, 2008: 84).

Today, employees prefer a job or duty, which will support their career developments, rather than benefitting from the wage and social possibilities they deserve to receive from business. The individuals are aware of their obligations of becoming equipped and qualified about their job, in order to be able to find a job the developing and changing organizations or to hold on to the organizations they are still working. Businesses do not only give importance to job security as in 1900s but also try to present horizontal and vertical career opportunities to their employees (Soysal, 2006: 21).

There are many studies showing that the subject creativity is necessary from organizational performance (Bratnicka and Bratnicki, 2013: 156). In a long period, creativity and innovation supported by creativity is highly affected in accomplishing of organizations (Wong and Pang, 2003: 551). Similarly, that organizations develop unique products depends on employees to be encouraged about developing creative

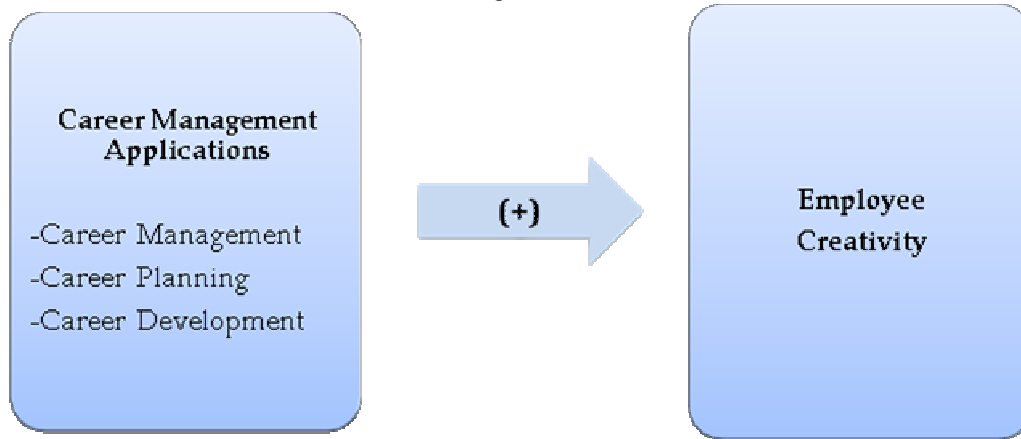
products (Kaya and Düşükcan, 2007: 203). This case makes more salient the importance of career management applications.

In the context of these studies, it can be said that there is a limited number of studies in the literature between career management and creativity. When aforementioned studies are examined, it can be understood that career management applications have a positive effect on employee creativity.

### 3. Methodology

In this study, it is aimed to research the effect of career management applications (career management, career planning, and career development) on employee creativity. In the direction of this general aim, the relationship of demographic data with career management and creativity is studied. In Figure 1, the research model is given place. The independent variable of the study is career management applications and dependable variable is employee creativity.

Figure1: Research Model



In consequence of the literature review and the previous researches related to subject the hypotheses of the research were determined as follows:

**Hypothesis 1:** Career management that is applied in the institute has a significant and positive on the individual creativity of employees.

**Hypothesis 2:** Career planning applications that are applied in the institute has a significant and positive on the individual creativity of employees.

**Hypothesis 3:** Career development applications that are applied in the institute have a significant and positive on the individual creativity of employees.

**Hypothesis 4:** Career management applications that are generally applied in the institute has a significant and positive on the individual creativity of employees.

#### 3.1. The Aim and Importance of the Study

The subject of this study is to study whether or not career management applications have made an effect on employee creativity. The aim of the study is to identify whether or not the existing career management applications have an effect on the creativity of the employees in the organization, if available, how that effect is. For identifying this relationship, in December 2015, in a public institute serving in public sector in the province Konya, utilizing survey technique, the present study has been carried out. In the scope, career management applications, since the creativity relationship with carrier management is not discussed together more and examined, it has an importance as an actual subject in terms of providing contribution to the literature.

When the literature is examined, except for these studies, any study is not met, which studies together the subject of "career, career management, and creativity". But, it was identified that the subjects of career management and creativity are the subject of a number of studies in the context of different studies in the domestic and foreign literature with the individual variables such as organizational engagement, motivation, performance, job satisfaction, human resources management, stress, emotional intelligence, leadership, organizational climate, innovation strategies and personality characteristics.

#### 3.2. The Scope of the Study

The universe of the study consists of 150 people working as public servant in a public institute being in active in service sector in Konya. In the study, all universeis attempted to reach. The name of institute, in which the study was carried out, is kept hidden as a requirement of ethical rules.

In order to study, the effect of career management on employee creativity, in December 2015, questionnaires were distributed with the method of "leave and collect" to 150 employees serving in a public institute being in active in the province Konya, 105 of them were returned. This case states a return

rate of 70%. 13 of questionnaires were not included in the analysis, since enough information cannot be provided, and evaluation was made. For 92 voluntary people, The constraint of time and space forms the limitation of this application. In addition, this study, prepared by survey technique, is limited with the questions in questionnaire.

### 3.3. Method of the Study

The study has a quality of empirical study. In the study, as instrument of collecting data, survey method was utilized. Questionnaire consists of three sections. In the first sections, the questions related to demographical features were raised to the participants. In the second section, a scale, related to career management applications, takes place and in the third section, employee creativity.

In the first section, 6 questions were asked about the demographical characteristics of employees (gender, marital status, age range, educational status, tenure, and monthly total income). In the second section, reviewing literature regarding the subject of career management, Scale of Career Management Applications, doctorate thesis by Kılıç (2008), was utilized. The expressions in the Scale of Career Management Applications, were formed in the context of Likert scale, arranged in the way of "1= I disagree with it" and "5 = I agree with it". For Scale of Career Management Applications, the value of Cronbach Alpha was calculated  $\alpha = .68$  and, according to this result, it was seen that internal consistency (reliability) was provided in the scale. In the third section, in the Scale of Employee Creativity, a scale, developed by Muñoz-Doyague, González-Álvarez and Nieto (2008) and used in his doctorate thesis by Ürü (2009), was utilized. This scale consists of a total of 11 expressions and was measured by the scale prepared in the type of 7 - point Likert, in which "1 = I definitely disagree with" means and "7 = I agree with it".

### 4. Findings

In the study, the data obtained in the directions of the answers given by the participants. Were analyzed by SPSS 22 statistics package program. Statistically, the data were dealt with descriptive and deductive statistics. In this frame, first of all, the reliability of data (Cronbach  $\alpha$ ) was tested. Then, frequency correlations analyze were carried out. Later, the hypothesis of the study was tested in order. Regression analysis, which is toward that career management applications and their sub dimensions influence the creativity of the working individuals, were taken place.

#### 4.1. Reliability Analysis

In order to test the reliability of data collecting instruments, in other words, their internal consistency, the values of Cronbach  $\alpha$  were calculated. The values of interest are presented in the following "Table. 1". The values of Cronbach  $\alpha$  is a compliance value depending on the correlation between the questions and expressions. This value shows the reliability levels of the questions in the scales. In cases, where the value of Cronbach  $\alpha$  is 0.70 and more, it is accepted that the scale is reliable (Sekaran, 2003: 311; Sipahi et al., 2008: 89).

Table 1: Reliability Analysis of Career Management and Employee Creativity

Name of Factor	Item of Factor	Reliability (Cronbach's Alpha)
Career Management	22	,921
Employee Creativity	11	,918

As seen in Table 1, while the factor concerning career management has generally the highest value (0.921) is seen, the level of employee creativity was identified as 0.918.

#### 4.2. Frequency Analysis

The frequency information regarding the demographic characteristics of public servants participating in the study takes place in Table 2.

Table 2: Demographic Data and Percentages of Those Participating in the Study

Gender	n	%	Marital Status	n	%
Female	35	38	Female	58	63
Male	57	62	Male	34	37
Age	n	%	Monthly Income	n	%
Age 25 and less	15	16,3	Less than TL 1000	-	-
Between ages 26-35	44	47,8	Between TL 1000-1999	8	8,7
Between ages 36-45	33	35,9	Between TL 2000-2999	79	85,9
Age 46 and more	-	-	More than TL 3000	5	5,4
Tenure	n	%	Educational Status	n	%
Less than one year	6	6,5	Primary School	1	1,1
Between 1-3 years	23	25,0	High School	5	5,4
Between 4-6 years	22	23,9	Vocational High School (VHS)	24	26,1
Between 7-9 years	21	22,8	Faculty and Equitant	58	63
10 years and over	20	21,7	Post graduate and doctorate	4	4,3

When Table 2 is examined, the following data were obtained in summary:

- Gender: 57 (62%) of those participating in the study consist of males and 35 (38%), females
- Marital Status: 58 (63%) of the participants are the married individuals and 34 (37%) single individuals
- Age: 15 (16.3%) of the participants consist of the individuals under age 25; 44 (47.8%), in the range of ages 26-35. In the range of ages 36-45, there are 33 (35.9%) people.
- Educational status: 1 (1.1%) of the participants is educated at the level of primary school; 5(5.4%), high school; 24 (26.1%), vocational high school; 58 (63%), undergraduate; and 4(4.3%) postgraduate.
- Salary (Monthly Income):. There is no participant having a salary less than TL 1000. There are 8 (8.7%) people having a salary between TL 1000-1999; 79 (85.9%) people, between TL 2000-2999; and 5 (5.4%) people, TL 3000 and more.
- Tenure; There are 6 (6.5%) employees, who have been working less than 1 year; 23 (25%), between 1-3 years; 22 (23.9%), (between 4-6 years; 21 (22.8%), between 7-9 years; and 20 (21.7%), 10 years and more.

### 4.3. Correlation Analysis

As a result of correlation analysis carried out in order to test relationship between career management applications and employees' creativity levels, the findings in Table 3 were obtained.

**Table 3:** Descriptive Statistics Regarding the Variables and Correlation Coefficients

	Min	Max	Mean	SD	1	2	3	4
- Career Management (1)	1	5	16,37	6,65	1			
- Career Planning (2)	1	5	24,80	6,63	,761	1		
- Career Development (3)	1	5	21,32	6,19	,579*	,795*	1	
Carrier Management Applications (4)	1	5	62,49	15,51	,834	,956*	,900*	1
Creativity	1	7	44,36	11,74	,066	,114	,235*	,161

\*p<0,01

Correlations between mean values, standard deviations, and sub dimensions are seen in Table 3. Minimum and maximum scores of career management scale, mean values, standard deviations, and relationships between dimensions are given in Table 3. According to this, total mean (mean=62.49) of 5 items of career management scale, measured in the range of 1- 5 points and standard deviation (SD=15.51) were determined. In general it is seen that mean scores of participants regarding satisfaction from career management are not so high. Total mean score of 7 items, measured in the range of 1-7 points were determined as mean=44.36 (SD=11.74). With this value, it is seen that in general, mean scores of employees regarding creativity are not so high and there is creativity at the moderate level.

When correlation coefficients taking place in the table are examined, while a statistically significant relationship between career management, career planning, and career management applications and creativity levels of employees was not identified, only between career development and creativity levels of the employees, a statistically significant relationship was found ( $r=0,235$ ;  $p<0,01$ ).

### 4.4. Regression Analysis

In order to test hypotheses formed in the scope of study, linear regression analysis was made and the following data were reached.

**Table 4:** The Effect of Career Management and Its Sub Dimensions on Creativity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	MODEL		
		B	Std. Error	Beta			R-Square	F	p
Career Management	CONSTANT	41,419	4,848		8,543	,000	,004	,393	0,532
	Creativity	,180	,286	,066	,627	,532			
Career Planning	CONSTANT	39,365	4,758		8,273	,000	,013	1,179	0,280
	Creativity	,201	,185	,114	1,086	,280			
Carrier Development	CONSTANT	15,820	2,478		6,383	,000	,055	5,257	<b>0,024</b>
	Creativity	,124	,054	,235	2,293	<b>,024</b>			
Career Management Applications	CONSTANT	36,758	5,068		7,252	,000	,026	2,386	0,126
	Creativity	,122	,079	,161	1,545	,126			

**Hypothesis 1:** Career management that are applied in the institute has a significant and positive on the individual creativity of employees.

As a result of the analysis, according to the hypothesis, it was examined whether or not the level of career management is in a statistical interaction with the creativity of the working individuals. For the first hypothesis, when Table 4 is examined, since there is no significance in the effect of career management on the individual creativity of the employees ( $\text{Beta}=0,066$ ,  $p=0,532>0,05$ ), in the research model it is seen that hypothesis is not supported.

**Hypothesis 2:** Career planning applications that are applied in the institute has a significant and positive on the individual creativity of employee.

As a result of the analysis, according to the second hypothesis, it was examined whether or not career planning applications is in a statistical interaction with the creativity of the employees. According to the data obtained ( $\text{Beta}=0,114$ ,  $p=0,280>0,05$ ), since any significance cannot be provided, in the research model, it is seen that hypothesis is not supported. Therefore, Hypothesis 2 is rejected.

**Hypothesis 3:** Career development applications that are applied in the institute has a significant and positive on the individual creativity of employees

As a result of the analysis, according to the hypothesis, it was examined whether or not career development applications is in a statistical interaction with the creativity of the employees. When Table 4 is examined for this hypothesis ( $\text{Beta}=0,235$ ,  $p=0,024<0,05$ ), it is understood that career management has a positive effect on the individual creativity of the employees and it is seen that this hypothesis is supported. In the table, it is reached the conclusion that the effect of the dimension career development on employee creativity is significant and positive directional. In the scope of the study, with giving importance to the possibility of research and development, applied in the public, it is an effect in the direction of increasing the individual creativities of the employees and, when it is evaluated in terms of the force of the effect, there is an interaction but not so strong. When the level of career development increases by one unit, the creativity of the employees also increases by one unit.

**Hypothesis 4:** Career management applications that are generally applied in the institute have a significant and positive on the employee creativity.

For the fourth hypothesis, when Table 4 is examined ( $\text{Beta}=0,161$ ,  $p=0,126>0,05$ ), it was identified that for the employees of institute, career management applications as a whole, did not have any effect on the individual creativity of employees.

## 5. Conclusion and Suggestions

As an actual subject, the effects of career management applications on employee creativity were dealt with the scope of this study. This study was carried out with survey administration on 92 people working as public servant in a public institute being in active in service sector in the province Konya, Turkey. 57 (62%) of those participating in the study are male and 35 (38) of them are female and 58 (63%) of the participants are married individuals and 34 (37%) are single ones. The most participants in the scope of study are the individuals in the range of ages 26-35 (44 people, 47.8%). The large majority of the participants have education at the undergraduate level and majority has salary of TL (Turkish Liras) 2000-2999. The number of employees in the ranges of 1-3 years and 4-6 years is more. The number of participant working for less than 1 year (6 people, 6.5%). When the definitive statistics are examined, for all employees of institute, it is seen that "career planning" among career management applications stands out. Following career planning, the employees agreed with the expressions related to the dimension of career development the most. This case shows that in the public institute, in which application is carried out, the subjects of career planning and career development are given importance. It was observed that the creativity of institute employees was at the moderate level and was related to the sub dimension career development in the positive direction.

The findings of the study show that career management among the sub dimensions of career development has a positive and significant effect on employee creativity. The third hypothesis formed in this direction, making contribution to the research model, supports the model. Career development activities that are applied in the institute have a positive effect on the creativity of the employees. This finding shows parallelism with the statements of Soysal (2006), also with the research findings of İmamoğlu et al. (2004). With the sub dimension career management and planning, since in general, a significant effect of career management applications on creativity is not found, hypothesis 1, 2, and 4 were not supported.

In the framework of the findings under consideration, it is considered that it will be useful to carry out studies in the future on the subject and develop several suggestions.

Each individual has the ability, knowledge, and skill that are different from each other. About that individual recognizes these abilities of his/her and develops his/her career, the role of organizations is important. Provided that the career target individual posits for himself/herself is supported by management, it gains an institutional dimension. In similar way, producing the new opinions with the

individual creativity forms the ground of organizational creativity. Recruiting of public employees and their personal rights such as upgrade and retirement were taken under guarantee with the laws. Organizations that are shaped the requirement of the age give importance, in order to be able to adapt to the changing conditions, give more importance of the education and development of the staff. However, it is too early yet to say that an ideal career management, in which the employees can develop their creativity, is applied. Staff progressing on the basis seniority and carrying out the routine works does not exhibit a creative effort and extra performance. Due to the fact that driving forces in today's organization is the synthesis of the elements of individual creativity. It is considered that the innovative and creative efforts of the employees, public institutes should be encouraged by the applications and career opportunities that are different from the basis of seniority.

In the scope of the study, 92 of staff serving in the province Konya of a public institute serving in all Turkey were based on. It should be known that the results are limited with the studies on this subject examined and that it cannot be generalized to the other positions in the institutes. At the level that the results of the studies that will be carried out in this area later can be generalized, it is considered that it will be useful to carry out in the large scaled and large participated domestic and foreign organizations and institutes, in which the individual and organizational creatives are measured by the quantitative data, and which serves in the various sectors.

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