

The Relationship between Creativity Processes and Organizational Culture in Five-Star Hotel Cuisines

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Abstract

Cuisine is a department that is open to innovations in terms of quality, development and creativity of human resources. However, there is likely to be some relationship between the perceived organizational culture in the cuisine department and the creativity processes of the employees. Based on this suggestion, this study has the main objective of analyzing the relationship between the organizational culture perceptions of kitchen staff at hotels and their creativity processes. In addition, this study has the sub-objective of examining the relationship between kitchen employees' demographic characteristics and personal features and their creativity processes and organizational culture perceptions. In this purpose, 275 kitchen employees from 17 five-star hotels operating in the Kemer district of Antalya were involved during the field survey of the study. Quantitative research methods were used in the research and data was collected by questionnaire technique. As a result of the research, it was found that there was a statistically significant relationship between the perception of organizational culture and the processes of creativity of kitchen employees. Besides, it was concluded that there were significant relationships between the various demographic characteristics and personal features of the kitchen employees and their organizational culture perceptions.

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Introduction

Food and beverage services are one of the most important service areas offered in the tourism sector. In fact, they play a critical role when tourists choose a particular destination and are satisfied with this destination (Sanchez-Canizares and Lopez-Guzmani, 2012: 229). Apart from that, some of today's tourism types such as gastronomy tourism (Gheorghe, Tudorache and Nistoreanu, 2014) and wine tourism (Kunc, 2010) are directly related to these services. In today's tourist profile, the number of tourists travelling directly with the motivation of tasting new food and beverages is not as low as actually thought (McKercher, Okumuş and Okumuş, 2008: 139). In short, these services have a crucial role for tourists travelling directly with the food and beverages motivations and for tourists who set out with other touristic motivations.

The successful and satisfactory implementation of food and beverage services is regarded to be related to the creativity skills and perceived organizational culture of kitchen employees, along with many factors. The reason is that positive or negative developments in the organizational culture in the kitchen can affect employees, as in all organizations, and the production in the kitchen offers unlimited opportunities for the creativity skills of its employees by its nature. Based on this assumption, this study adopts the main objective of researching the relationship between organizational culture perceptions and creativity processes of kitchen employees. On the other hand, it is determined as a sub-objective to examine the relationship between various demographic characteristics and personal features of kitchen staff and their organizational culture perceptions and creativity processes. The study results suggest that there are statistically significant relationships between organizational culture perceptions and creativity processes of kitchen employees. Moreover, it is conducted that employees' organizational culture perceptions differ based on their genders, age, and positions.

Conceptual Framework

Creativity is defined as creating a new idea, to develop it and to implement it as beneficially even when it is considered unnecessary (Clark and James, 1999, p. 312). It, on the other hand, becomes meaningful as the ability to combine existing knowledge, to unite, and to reach a new fact in the end (Higgins and Morgan, 2000, p. 118). In today's competitive conditions, creativity is an important asset that all businesses need. Amabile, Conti, Coon, Lazenby and Herron (1996, p. 1154) define creativity as the starting point of all innovations. Most businesses need these innovations and assets to gain competitive advantage. Moreover, businesses need to integrate with creativity and reflect it upon their practices to meet this need (Burkus, 2015, pp. 15-41).

The best ideas are usually offered inside the businesses. These ideas can be in the minds of the managers, the employees, and in the minds of the customers who know the markets best. In fact, best ideas in a database or in a document might be waiting to be discovered (Fisk, 2011, p. 119). To achieve this, businesses should focus on those who have a high level of creativity while recruiting their staff and provide support for enhancing employees' creativity (Kratzer, Leenders and Engeles, 2004, p. 63). However, this is not sufficient alone. Creativity cannot be effective in businesses unless the creativity of employees is in harmony with the goals and policies of the employer (Andriopoulos, 2001, p. 834). At this point, managers have important roles and tasks to take on. Managers should be able to transform the individual creativity of employees into organizational creativity by means of the policies

and management initiatives they implement (Akin, 2010, p.213) and they should also manage the process of creativity.

In order to make the difficulties in defining creativity more understandable, some researchers (Wallas, 1926 as cited in: Aktamış and Ergin, 2007; Rossman, 1931; Osborn, 1963; Isaksen and Treffinger, 1985; Bentley, 2004; Horng and Hu, 2008) have tried to address creativity on the basis of intellectual processes. The study conducted about creativity process by Wallas (1926) is not only the most well-known and accepted work in the literature, but it is also recognized by many other researchers (Zarifoğlu, 2006, p. 16). Horng and Hu's (2008) creativity process study cited in this research is also based on the stages of creativity process suggested by Wallas (1926). Therefore, it is necessary to shortly explain these stages proposed by Wallas (1926) (Akat, Budak and Budak, 1994; Rawlinson, 1995; Sio and Rudowicz, 2007; Horng and Hu, 2008; Sio and Ormerod, 2009; Üstündağ, 2009; Ritter and Dijksterhuis, 2014; Truman, 2011):

- **Preparation stage:** The first stage is the idea of preparation. At this stage, problem solvers try to identify all aspects of the problem by collecting information and they take initiatives that might likely result in failure. The more information obtained at this stage, the easier it is to be able to produce creative ideas.

- **Incubation stage:** One of the frequently used expressions in this stage is that “We cannot solve this problem today, let it go”. When this is done, most individuals come up with fresh ideas, new perspectives and different solutions the next day.

- **Illumination stage:** In this stage, the ideas are closest to the conclusion. Ideas emerging at this stage may be part of the solution, or they may be the result directly. This stage is also the one where the parts that will solve the problem come together and the solution shines in mind like a light.

- **Verification stage:** At this stage, the idea gained enlightenment is now evaluated and applied. The idea is also tested and validated. If there is no viable result in the validations, one can return to incubation stage.

Cuisine department is the most suitable department for creativity in hotel business. Apart from that, the working conditions of this department and its effects on guest satisfaction have a strategic importance for creativity. According to Peng, Lin and Baum (2013, p. 2688), creativity in the kitchen is the passion of implementing new ideas and cooking better food to offer more tasty meals.

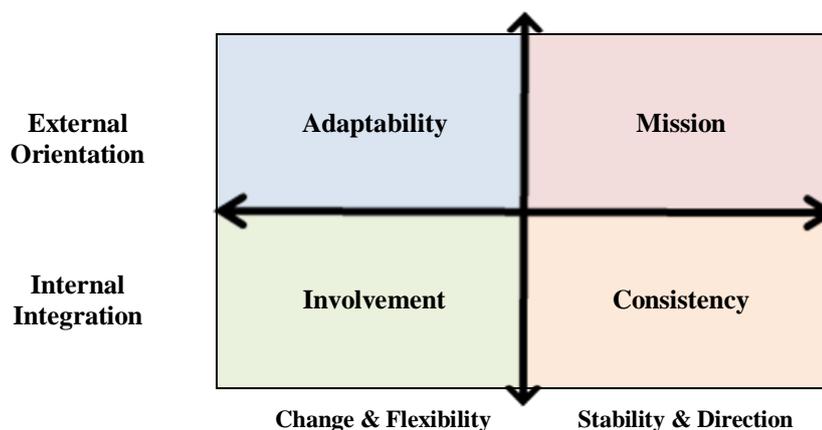
There is a lot of inspiration for people interested in kitchen to develop their creativity. Kitchen employees can get new ideas through the communication they have established with their colleagues or with the feedback they receive from customers. Outside the work life, they can produce creative ideas while watching a film, reading a book, or traveling. Besides, they can get new ideas from culinary schools, other art schools and institutions. The most important point that kitchen employees can show their creativity is that they search about recipes, culinary materials, and cooking techniques and read a lot about the kitchen (Horng and Hu, 2008, p. 223). However, with all these factors, an organization can benefit from the creativity of its employees only when they have a good organizational culture (Gümüşsuyu, 2004, p. 60-61), because a creative mind needs a culture in which it can nurture and develop itself. There is an undeniable relationship between innovations in organizations and culture that nourishes creativity (Linkner, 2012, p. 98-99). There are various studies in the literature (Amabile et al., 1996;

Tesluk, Farr and Klein, 1997; Yahyagil, 2001; Miron, Erez and Naveh, 2004; McLean, 2005; Mobarakeha, 2011; Mehraban, Hoseinzadeh and Esmaili, 2013; Özyer and Gözükar, 2014; Lukic, Dzamic, Knezevic, Alcakovic, and Boskovic, 2014; Dubkevics, 2015; Telli, 2016;) focusing on the topic of organizational culture and creativity.

While Karathanos (1998, p. 123) defines culture as shared content, arising from the interaction of individuals, they also describe the organizational culture as the organization and realization of these contents within the organization. Organizational culture is the system of shared actions, beliefs and values that develop together with the organization and guide the behaviors of its members. This system of values help employees reach a judgment on their behaviors, habits and goals (Chu, 2003, p. 506) as well as contributing to the identification of the roles of the new members in the organization and helping them learn behavior norms in the organization (Gundry and Rousseau, 1994, p. 1063). The role of culture on organization activities is too great to be ignored. It is an important fact that successful organizations have strong cultures (Karlöf, 1996, p. 73). Since organizational culture is an important concept that influences the organizations fundamentally, it attracted the attention of many researchers and they tried to study this topic in depth. While some researchers have stated that each organization has a different culture, they have also created organizational culture models by classifying the cultures according to different types. However in this study, Denison and Mishra's (1995) organizational culture model is discussed.

As seen in Figure 1, Denison and Mishra (1995, p.216) have described the concept of organizational culture with a measurable model consisting of two main axes. The first major axis measures the degree to which it can adapt to external environmental conditions outside of the control of the organization (such as customers' varying desires, developing technological advances, innovations, etc.). The second main axis refers to the ability to reshape and change the necessary functions, structures within the organization so that the organization can adapt to external conditions. These two main axes divide themselves into two, revealing the four basic dimensions of organizational culture.

Figure 1. The Theoretical Model of Culture Traits



Source: Denison and Mishra, 1995, p. 216.

These four dimensions of the organizational culture model presented in Figure 1 have been identified by some researchers (Denison and Mishra, 1995; Fey and Denison, 2003; Denison, Haaland and Goelzer, 2004; Denison, Lief and Ward, 2004; Gillespie, Denison, Haaland, Smerek, and Neale, 2008) as follows:

- **Adaptability:** It is a dimension that deals strategically with the organization to keep up with the ever-changing, evolving environment quickly and meet the different demands of the customers at an early stage.
- **Mission:** This dimension raises meaningful and clearly defined visions for the distant and future periods and the synergy of the members of the organization, provides more innovative and creative approach to its main objectives, and makes it easier for them to be in harmony with their work.
- **Involvement:** Involvement refers to characteristics that demonstrate the unity and togetherness skills of employees in order to survive and improve the organization.
- **Consistency:** It refers to the approaches that enable the organization to cope with unexpected problems during when it tries to achieve its goals, and to continue in a stable manner.

Some studies addressing the issue of organizational culture and creativity in the literature are briefly mentioned below: Amabile et al., (1996) greatly contributed to the studies conducted in this domain by developing a scale named "KEYS" with the purpose of assessing the organizational work environment in the context of creativity. In their study, Tesluk, Farr and Klein (1997) point out that long-term strategies for organizational culture and climate can have an impact on individual creativity and have revealed five dimensions that influence organizational climate's creativity. In addition, Yahyagil (2001) points out that the association between creativity, organizational culture and climate and suggests that if an organization has the purpose of developing creative and innovative ideas on itself, they should first discover the organizational culture and climate profile. Besides, Miron, Erez and Naveh (2004) have found positive relationships between innovative culture and creativity, and they also conclude that employees in innovative culture exhibit higher innovation performance. McLean (2005) prepared a review of the literature about organization culture's influence on creativity and innovation and discussed the implications for human resource development. In another study, Mobarakeha (2011) state that there is a significant and positive correlation between organizational culture and creativity, and the power of the organizational culture and attention given to customers have a linear relation with creativity. Mehraban, Hoseinzadeh and Esmaili (2013) suggest in their study about organizational culture, creativity and knowledge management that organizational culture has a positive and significant impact on the employees' innovation and knowledge management. Lukic et al., (2014) indicate that the strength of organizational culture does not directly affect and is not connected to creativity and innovation of employees or their job satisfaction in the organizations. Additionally, Özyer and Gözükar (2014) find out that innovative organizational culture has meaningful effects on learning efforts of organizational creativity. Also, Dubkevics (2015) state that there is significant correlation between organizational culture and climate for creativity and different organizational culture types have different interactions with creativity. Moreover, Telli (2016) concludes that there is positive relationship between organizational culture and individual creativity. However, there is no previous study in literature conducted about the kitchen employees' creativity processes and organizational culture perceptions. Hypotheses based on the main and sub-objectives of this research, which are expected to contribute to the gap in the literature, are presented in Table 1.

Table 1. Hypotheses of the Research

<i>There is a significant relationship between kitchen employees';</i>	(H ₁) creativity processes and their perception about organizational culture factor.
	(H ₂) creativity processes and their perception about consistency factor
	(H ₃) creativity processes and their perception about adaptability factor
	(H ₄) creativity processes and their perception about mission factor
	(H ₅) demographic characteristics - personal features and creativity processes.
	(H ₆) demographic characteristics - personal features and organizational culture perceptions.

Methodology

The main objective of this study is to analyze the relationship between the organizational culture perceptions of staff at cuisine departments of five-star hotels and their creativity processes. The study has also the sub-objective of examining the relationship between kitchen employees' demographic characteristics and personal features and their creativity processes and organizational culture perceptions.

Tourism businesses, like others, should be open to be able to keep up with the recent change. Change, innovation, and creativity have always been the phenomenon that have its own importance in every domain from past to present. Tourism businesses, therefore, need to renew the innovations in their services and products to meet customers' changing needs and demands. This can only be achieved when solid organizational culture and creative employees are present in that businesses. In addition, because the kitchen-related professions are described as artistic professions rather than merely a profession, and creativity is the base of these professions, it is aimed to emphasize the importance of organizational culture and creativity in the kitchen department.

It is important to note that we were unable to find any previous study that was conducted in literature about the relationship between the kitchen employees' creativity processes and their organizational culture perceptions. For this reason, it is expected that this study will provide both a contribution to the practical field and fill this gap in the literature. This study uses the descriptive research method of quantitative research methods. According to Ural and Kılıç (2011, p. 19), descriptive researches are usually the applied ones conducted to identify current issues considering the practical benefits. In addition, the research population is consisted of the staff working at the cuisine departments of 39 five-star hotels certified by the Ministry of Culture and Tourism, and these hotels are located in the Kemer district of Antalya. Because of being unable to reach an official figure that shows the total number of kitchen employees of the five-star hotels, which also constitutes the research population, as well as the number of people working in such businesses mostly depend on the season and seasonal intensity, 17 out of 39 five-star hotels in the research population were contacted randomly and the total number of employees was attempted to determine. On the basis of the data obtained in this way, it is determined that on average 20 people work in the kitchen departments of each hotel on the survey date. Thus, in order to reach the number of people to represent the research population, it is assumed that the research population is composed of 780 employees as the final estimate of the multiplication of the average number of people and the number of hotels makes up to this number. According to Can (2013, p. 30), a sample that can represent a population of 2500 individuals with a 5% sampling error and 95% confidence level needs to consist of at least 224 individuals. Hence, a total of 400 questionnaires were distributed to 17 five-star hotels but only 294 questionnaires were received back from 15 hotels. Since some of these surveys were not suitable for data analysis, the analysis of the survey was mainly based

on the data obtained from 275 participants. In this research, convenience sampling method was used. In this method, the individuals are selected from those who are near and easily accessible to the research population (Bhattacharjee, 2012, p. 69). Research data was collected by questionnaire technique. In the data collection procedure, demographic characteristics and personal features form (8 items) prepared by the research authors, organizational culture scale (36 items) suggested by Denison and Mishra (1995) and adapted to Turkish by Yahyagil (2004), and creativity scale (27 items) developed by Horng and Hu (2008) and adapted to Turkish by Kesici (2014) were used. A five-point Likert system (1: strongly disagree; 3: moderately agree; 5: strongly agree) was used in assessing both scales.

Findings

Findings about Demographic Characteristics and Personal Features

The sample distribution in terms of demographic characteristics and personal features is as Table 2.

Table 2. Demographic Characteristics and Personal Features of the Sample

		ö
Gender	Female	,3
	Male	,7
Marital status	Married	,5
	Single	,5
Age	18-25	,6
	26-35	,2
	36-45	,4
	≥ 46	8
Education level	Primary school	,7
	High school	,6
	College	8
	Bachelor's	5
	Postgraduate	4
Monthly average income	< 1.000 TL	2
	1.001-2.000 TL	,2
	2.001-3.000 TL	,8
	3.001-4.000 TL	1
	4.001-5.000 TL	9
	≥ 5.001 TL	8
Working unit in kitchen department ¹	Hot kitchen ²	,2
	Cold kitchen ³	,5
	Patisserie ⁴	,4
	Breakfast ⁵	,1
	Preparation ⁶	6
	Butchery ⁷	2
Position	Executive chef	9
	Sauce chef	1
	Chef de partie	,3

¹ The sub-units in the kitchen of the five-star hotels in Turkey are called as hot kitchen, cold kitchen, patisserie, breakfast, preparation, and butchery.

² It is the sub-unit of hot dishes.

³ It is the sub-unit of cold meals.

⁴ It is the sub-unit of bakery products.

⁵ It is the sub-unit of breakfast products.

⁶ It is the sub-unit preparing the ingredients of the food to be served in the hot kitchen and the cold kitchen.

⁷ It is the sub-unit of meat, chicken and fish product.

	Demi chef de partie	,0
	Cook, pastry cook, butcher, etc.	,2
	Asst. cook, pastry cook, butcher etc.	,5
Total experience in kitchen department	< 1 year	2
	1-5 years	,3
	6-10 years	,9
	11-15 years	,7
	16-20 years	,4
	21-25 years	5
	≥ 26 years	1

When demographic characteristics and personal features of 275 kitchen employees reached in the survey are examined, it is seen that 81% are male, 54% are married, 59% are under 35, 88% have educational levels of high school and below, and 90% have monthly income of 3.000 TL and below. Considering the fact that the profile reached in this study is dominated by male gender, the working age group is composed of employees under the middle age, the level of education is not very high, and it is matching with the general human resource profile in the tourism sector. When the participants are examined on the basis of the sub-units they are working in the kitchen, it is seen that a great majority with %38.2 work at hot kitchen, which is the busiest sub-unit of cuisine department, while this is followed by cold kitchen employees with %23. Based on participants' positions in the kitchen, it can be inferred that 35% are consisted of mid and senior level kitchen managers. Finally, regarding the employees' total experience in the kitchen department, it is seen that 30% have experience of 5 years or less and those with 10 years or more experience equal to %44 of all employees.

Findings about Scales and Hypotheses

In this section, the findings about the scales used in the research and the hypothesis of the research are analyzed. While the findings of the study are briefly discussed in this section, more extensive assessments are made in the *Discussion and Conclusions* section.

Prior to discussing the findings of the research hypotheses, the reliability of both scales used in the study are examined considering the Cronbach's Alpha coefficients (α). The analysis suggests that α coefficient of organizational culture scale is ,977, while α coefficient of creativity scale is ,964. Next, both scales are tested for their suitability for exploratory factor analysis (EFA) through examining KMO test of sampling adequacy and Bartlett's test of sphericity, and it is found out that both scale are suitable for EFA. Then, both scales are executed exploratory factor analysis with Varimax rotation. As a result of EFA, some items from both scales are removed because of low communality value, low factor loadings or the union of substances under meaningless factors. In the final stage, it is seen that the items in the organizational culture scale are consisted of 4 factors, the value of total variance explained is around %71,1, and overall reliability α coefficient of the scale is ,964. As a result of the analysis on the creativity scale, it is seen that items in the creativity scale are composed of 4 factors, the value of total variance explained is around %71,7, and overall reliability α coefficient of the scale is ,939.

At the next stage of the study, the factors forming both scales and the mean values of these factors are examined (see Table 3 and Table 4).

Table 3. Factors and Means of the Scales

Factors of Organizational Culture Scale	Mean
Adaptability	4,07
Overall Organizational Culture	3,9
Mission	3,9
Cosistency	3,87
Involvement	3,83

As presented in Table 3, when the organizational culture perceptions of the employees participating in the research are analyzed, it is seen that the highest average (\bar{X} : 4,07) is in adaptability factor and the lowest average (\bar{X} : 3,83) is in involvement factor. Adaptability factor refers to the ability of the organization to interact with external conditions, and to adapt to the changing environment in a cultural sense. On the other hand, involvement factor focuses on the participation of each employee in the decisions made about the work they do and work towards their goals in line with the business objectives in unity and togetherness. Research findings suggest that the ability to adapt to change and innovations in the cultural sense of the organization is more developed than other cultural factors, but that the participation of employees in the decisions of the organization is weaker than the cultural one. In general, the fact that mean of organizational culture is \bar{X} : 3,91 shows that kitchen employees have a strong organizational culture.

Table 4. Factors and Means of the Scales

Factors of Creativity Scale	Mean
Preparation stage	4,24
Verification stage	4,21
Incubation stage	4,2
Overall Creativity	4,18
Illumination stage	4,02

When creativity processes of kitchen employees are examined (*see Table 4*), it is seen that the highest average (\bar{X} : 4,24) is in preparation stage factor and the lowest average (\bar{X} : 4,02) is in illumination stage factor. The high average in the preparation stage factor demonstrates that kitchen employees are more successful at this dimension of creativity processes. This average also indicates that kitchen employees collect business-related information, synthesize the old information with new information, consider successful and unsuccessful initiatives, and think of creative ideas. Illumination stage factor, on the other hand, indicates the creativity process in which the idea is examined in depth and all the possibilities are developed. Considering the both results together, it is thought that kitchen employees are not able to demonstrate their productive performance in the preparation stage of new ideas during their intellectual development (illumination) stage. The fact that kitchen employees have a mean of creativity processes factors of more than \bar{X} : 4.00 indicates that they generally have creative abilities.

In order to test the hypotheses presented in Table 1, the factors forming both scales were subjected to the normal distribution test by the Kolmogorov-Smirnov method. As a result of the analysis, it was determined that none of the factors in both scales can show normal distribution, therefore non-parametric statistical test methods were used while testing the research hypothesis.

The Spearman correlation test was used to test the relationships between employees' perceptions of the factors of creativity processes and organizational culture (H_1 , H_2 , H_3 , and H_4). The findings obtained from the analysis are presented in *Table 5*.

Table 5. The Relationships between Creativity Processes and Organizational Culture

	Creativity process (overall)	Significance
	r	
(H ₁) Involvement	,574**	,000
(H ₂) Consistency	,575**	,000
(H ₃) Adaptability	,584**	,000
(H ₄) Mission	,652**	,000
Organizational culture (overall)	,669**	,000

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

As seen in *Table 5*, there are positive, medium, and significant relationships between overall creativity and organizational culture factors. Based on these findings, positive developments in the perception of the dimensions of the organizational culture of the kitchen employees will positively affect the overall creativity levels, and likewise the developments in the overall creativity processes will positively reflect the organizational culture factors.

To test the H_5 and H_6 hypotheses of the research, they were initially subjected to the normal distribution analysis test. Because the factors involved in the analysis are not normally distributed, non-parametric tests of Mann Whitney-U test and Kruskal Wallis-H test are used.

As a result of the analysis, only statistically significant differences are presented in tabular form. The findings of the H_5 hypothesis (*There is a significant relationship between kitchen employees' demographic characteristics - personal features and creativity processes*) suggest that creativity processes of kitchen employees do not differ from any of demographic characteristics and personal features (*see Table 2*) presented in this study in any statistically significant way. Hence, the H_5 hypothesis of the research is rejected.

The findings of the H_6 hypothesis (*see Table 1*) (*There is a significant relationship between kitchen employees' demographic characteristics-personal features and organizational culture perceptions*) indicate that organizational culture perceptions of kitchen employees differ from their age and position (*see Table 6*) presented in this study in any statistically significant way. Therefore, the H_6 hypothesis of the research is accepted.

Table 6. The Relationship between Kitchen Employees' Demographic Characteristics - Personal Features and Organizational Culture Perceptions

Factors of Organizational Culture	Gender	Mean Rank	Mann-Whitney U	Sig.
Adaptability	Female	117,93	4819,5	0,039
	Male	142,79		
Mission	Female	108,73	4331,5	0,003
	Male	144,99		
Factors of Organizational Culture	Age	Mean Rank	Chi-Square	Sig.

Consistency	18-25	135,17	8,624	0,035	
	26-35	132,70			
	36-45	132,79			
	≥ 46	180,46			
Factors of Organizational Culture		Position	Mean Rank	Chi-Square	Sig.
Involvement	Executive chef	196,75	12,613	0,027	
	Sauce chef	161,07			
	Chef de partie	127,79			
	Demi chef de partie	116,59			
	Cook, pastry cook, butcher, etc.	145,30			
	Asst. cook, pastry cook, butcher etc.	149,38			

As a result of the analysis conducted to determine whether there is a statistically significant difference in the perceptions of organizational culture based on the gender variable of kitchen employees, it was found out that the attitudes towards "adaptability" and "mission" factors were statistically and significantly different based the genders of the participants. When the findings were examined in detail (*see Table 6*), in both factors, the average of male employees is higher than that of female employees.

As a result of the analysis conducted to determine whether there is a statistically significant difference in the perceptions of organizational culture based on the age groups of kitchen employees, it was found out that finding regarding the "consistency" factor was statistically and significantly different based on the age groups of the participants. Additionally, the mean rank values of this factor show that employees in 46 or above age group have the highest mean, while those in 26-35 age group have the lowest mean.

As seen in Table 6, as a result of the analysis made to determine whether kitchen employees' perceptions of organizational culture differ based on their positions in the kitchen, it was indicated that the "involvement" factor was statistically and significantly different based on the positions of the participants. Analysis results suggest that while the mean rank of "involvement" factor of *executive chef* employees is found to be higher than those in other positions in the kitchen, those employed in *demi chef de partie* position have the lowest mean rank.

Discussion and Conclusions

When examined in terms of demographic characteristics and personal features, remarkably a dominant proportion of 275 study participants (81%) was male. Although in social life it is generally known that women are more involved in the kitchens of houses, there appears to be male gender dominance in professional kitchens. This leads to the argument that there may be some reasons that women start the business life later than men, that the male dominant working environment in the kitchen is not easily accessible to female employees and that the industrial kitchen work is heavy in physical sense. However, it is observed that the number of female employees increases day by day in the cuisine department, and this will contribute to the development of the kitchen department. It is seen that 54% of the kitchen employees reached in this study are married, 59% are composed aged 35 and below, and 88% are in high school and below education level. The fact that 62% of employees are younger than 36 years old and that their level of education is not high is found to be compatible with the with the general human resource profile of tourism sector. On the other hand, that 56% of kitchen employees have income levels

less than 2.001 TL clearly shows that this amount is low and insufficient for cuisine department requiring heavy work and artistic skill. In this case, it is estimated that the application of the open buffet concept, which reduces the artistic quality of the profession, and the all-inclusive system are effective (Menekşe, 2005, p. 105; Üner, Sökmen and Birkan, 2006, p. 39).

Regarding the organizational culture perceptions of the kitchen employees participating in the research, it can be concluded that the highest average (\bar{X} :4,07) is in adaptability factor while the lowest (\bar{X} :3,87) is in involvement factor. The findings indicate that the organization has the ability to adapt culturally to change and to pay attention to the initiatives of competitors and customers' wishes. However, the fact that the involvement factor has a lower average than other organizational culture factors suggests that organizational culture cannot be as much achieved as participative decision making in other organizational culture factors. This is mainly thought to be derived from the fact that there may be high levels of power distance in the organization. In organizations with high power distances, a solid understanding of management is dominant, and those working in these organizations expect to be told what they will be doing (Hofstede and Hofstede, 2005: 45-46). Similar findings were concluded in the study conducted by Sezerel (2013: 104), and it is claimed that the low perception of involvement factor compared to other factorials is due to the high power distance in the organization. For this reason, kitchen managers in hotel businesses should be more moderate in terms of power distance and support employees' participation in decisions (Denison, 1984: 18-19). It is predicted that this situation can contribute to developing an organizational culture that will provide more success in kitchen management.

Based on the evaluations of creativity processes of kitchen employees, it is concluded that the highest average (\bar{X} :4,24) is in preparation stage factor while the lowest (\bar{X} :4,02) is in illumination stage factor. These findings underline that kitchen employees are more successful in preparation stage such as collecting business-related information and synthesizing the information than the other creativity processes, but however they are not as much talented as in the stage of in-depth study of ideas and the determination of how to solve problems. In other words, this result shows that the kitchen employees are not able to demonstrate their productive performance in the preparation stage of the new ideas during the development of ideas stage. If kitchen managers provide an environment where their employees can develop creative ideas, employees will be able to perform more efficiently even during the development of ideas stage. The fact that kitchen employees have a mean of > 4.00 for creativity processes factors reveals that they have creative abilities in all creativity processes.

In all analyzes to examine the correlation between the factors of organizational culture and overall creativity, there are positive, moderate, and significant relationships between all factors of organizational culture and overall creativity (*see Table 5*).

The relationship between kitchen employees' involvement factor perceptions of organizational culture and overall creativity processes ($r=,574$; $p<0,01$) clearly indicates that the positive developments occurring in the level of participation of the kitchen employees in organizational management and decision making processes or in their creativity processes can mutually positively impact one another. An organizational culture, which allows participation in decisions to be taken and team action (Burkus, 2015: 117), is anticipated to increase the productivity of the kitchen employees and boost their creativity. Akdoğan and Kale (2011) found that team spirit,

information sharing and communication influenced the creativity performances of the employees in the hospitality business positively. Garrigos, Barreto, Segovia, Monzo and Oliver (2013), in their work on the creativity of kitchen chefs, came to the conclusion that no special effort was required for creativity and that teamwork spontaneously emerged during working hours as a reason for teamwork. This result seems to overlap with these findings in the literature.

The relationship between organizational culture consistency factor perceptions of kitchen employees and overall creativity processes ($r=,575$; $p<0,01$) suggests that organization's clear and consistent values and open policy systems may be positively reflected in the creativity processes of kitchen employees. In addition, it shows that positive developments in the creativity process of the kitchen employees indicate that the organizational culture has a positive effect on consistency factor. This factor mainly focuses on organizational work, policies and methods and controls whether these are accepted by all departments and employees (Ahmed, 1998: 34) and it is regarded to be contributing to the creativity of kitchen employees.

The relationship between adaptability factor perceptions of kitchen employees and overall creativity processes ($r=,584$; $p<0,01$) suggests that positive developments in the adaptation of the organization to changing external condition also positively affect the creativity processes of the kitchen employees. Additionally, positive developments occurring in the kitchen employees' creative processes are thought to contribute to adaptability factor of organizational culture. It is an undeniable fact that an organizational culture that can respond to customer requests, evaluate competitors, follow innovations and develop appropriate strategies (Fey ve Denison, 2003, p. 688) can positively be reflected upon the creativity of kitchen employees.

The relationship between organizational culture mission factor perceptions of kitchen employees and overall creativity processes ($r=,652$; $p<0,01$) clearly underlines that the existence of a long-term business program and the presence of clear visions and missions can have positive impacts on creativity processes of the kitchen employees. Similarly, positive developments occurring in the kitchen employees' creative processes are perceived to contribute to mission factor of organizational culture. If organizations have expressions that clearly state their goals and future positions (Durukan, 2006, p. 277) and these statements can be adopted by all members of the organization, this organizational culture can positively affect the creativity of kitchen employees. In a similar study in the literature (Aksel, 2010), it was concluded that the "shared vision" dimension of innovative organizational culture has a positive influence on the innovation of the business and as well as on the customer's needs, the communication of the employees and the managers, and innovative decisions of the business.

Apart from the detailed relationships derived from this research and discussed above, the relationships between overall organizational culture and overall creativity processes were also examined, and as a result of the analysis, there was a moderately positive and significant correlation between these two main variables ($r =, 669$; $p <0,01$). This result indicates that the positive developments in the organizational culture in the cuisine department can be reflected in the creativity processes of the kitchen employees, and likewise positive developments in the creativity processes can contribute positively to the organizational culture in the kitchen. A creative mind needs a strong culture to feed (Linkner, 2012, p. 98) and creativity emerges best in a free organization culture (Çavuş, 2006, p. 82). In similar studies in the literature (Eren and Gündüz, 2002, p. 83; Kendir, 2013, p. 96; Aydoğan-Çifci, 2014, p.

126; Cutter, 2014, p 73), findings about the effectiveness and efficiency of the business environment in the process of discovering the creativity of employees are shared. As a result of the study conducted by Horng and Lee (2008) about what the environmental factors affecting the creativity of award-winning, well-known cooks are, it is found out that there are environmental factors such as physical, social, cultural and educational ones which impact the creative cookery studies.

In the analyzes that were conducted in this research, it was determined that the perceptions of the kitchen employees' organizational culture's adaptability and mission factors differed statistically significantly based on their genders. According to the analysis results, the mean ranks of male employees were found to be higher than that of female employees in both factors. This finding, on the one hand, suggests the obstacles women employees face in business life, while on the other hand, it brings to mind the advantages of male employees in business. Especially in a department that is under the domination of male gender, such as kitchen, it is thought that the incapability of female employees to integrate with organizational conditions, mission and vision at the same level as male employees may lead to such a result. Additionally, factors such as the experience of male employees in business life and the higher responsibilities of female employees within the family are thought to be effective in such a result.

Another finding in the research relates to the consistency factor. According to the results of the analysis, kitchen employees' perceptions regarding the organizational culture's consistency factor are statistically significant based on the age group they are in. Having examined the mean rank values of consistency factor, it is seen that the highest average is in the age group of 46 and over, while the lowest is in 26-35 age group. It is estimated that this is due to the personal experience of kitchen employees aged 46 and over. As a result of the experiences they have gained from various workplaces and their colleague relations with different people, it is considered that they are better able to perceive their values, their methods, and they can easily provide a consensus.

In analyzes which examine the relationship between organizational culture and demographic characteristics and personal features of participants, it was concluded that the perceptions of involvement factor differed statistically and significantly according to the positions of employees in the kitchen. In addition, the average of involvement factor of those who work as *executive chef* was found to be higher than those in other positions in the kitchen, while those who work as *demi chef de partie* had the lowest average. This leads to the conclusion that this result is because of the fact that executive chefs have manager positions, bridge between different departments, have the necessary authorities on their hand, and they are in a position that requires a high responsibility.

Suggestions

Suggestions based on the results of this research and the information obtained from the literature are presented below:

- If the managers involve the employees in the decisions to be made and they authorize them at necessary points, employees will be able to demonstrate creativity performances more effectively. For this reason, managers should give more room for participative decision making in the managerial decisions.

- It is believed that it would be beneficial for managers to set up a wage and promotion system that encourages and raises the level of creativity of kitchen employees.

- It is predicted that implementing practices that will allow kitchen employees to perceive their work as art, rather than as a mere profession can have a positive effect on their creativity. In this regard, it is particularly considered that the efforts of kitchen chefs, food and beverage managers and human resources managers will be beneficial in terms of creativity and productivity through new practices.

- For the kitchen employees to see their work as art, it is expected and regarded useful that they participate in cuisine competitions and events where they can recognize different culinary cultures, and follow current developments by reading various journals and books about the kitchen.

- It is also important to note that if the managers who are in the leading positions take the people who come up with creative ideas seriously, support their creative efforts, and provide the time and financial resources they need, employees may reveal their creativity in a better way.

- Although there is no difference between the creativity process and the educational background of the employees in this research, it is concluded in literature that there are significant relationships between the creativity level and the educational status of the employees. Therefore, it is perceived significant for organizations to give importance to the topic of creativity in their in-service trainings and to take into account the level of education of candidates during the recruitment of human resources.

- For the exploration and development of creativity related skills, the content of the courses given by vocational high schools and higher education institutions giving education on kitchen should focus on the subject of creativity, and implementation and development activities should be carried out in this respect.

- When it is necessary to recruit personnel for the cuisine department, which requires individual skills and art skills, it could be useful and efficient to recruit educated individuals as well as individuals with creative skills. For this reason, it is thought that using methods that can evaluate these skills in the selection of personnel for the departments where creativity ability like kitchen is beneficial is considered to be a more accurate selection method of human resources.

- In line with the literature, the study findings boldly underline that the disadvantages of All-inclusive system at hotels negatively affect the creativity of the employees. In particular, the open buffet system, which focuses on quantitative rather than qualitative aspects, negatively affects creativity and, in time, bursts the creativity of employees. To cope with this important problem, it could be more effective and advantageous to create space for greater emphasis on restaurants operating with the à la carte system even in all-inclusive hotels.

Limitations of the Research & Implications for Future Researchers

The findings obtained in this research have a limited scope and can only give an idea about the employees of five-star hotels in Kemer region. This is one of the most important limitations of the research. The data of the study were collected in the autumn of 2015. Considering that the structure of the human resources in hotel businesses in summer regions such as Kemer varies according to the seasons, it should not be ignored that the findings can give an idea only about the relevant period.

Additionally, the research was carried out in summer time at resorts operating in the all-inclusive system. Therefore, findings of the research do not have the capacity to involve city hotels, board-type hotels or hotels serving 12 months. Because the All-inclusive system emphasizes more importance on quantity than quality while the other systems give significance to quality, it is predicted that the topic about which this study is conducted can result in different findings in other types of businesses. It is strongly predicted that researchers interested in the topic in the future shall make creativity-related measurements in a different way than standard scales, and they could have a different perspective of the literature on this subject if they use methods such as experimentation and observation in their research.

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