

The Relationship between Leader-Member Exchange, Innovative Work Behaviour and Career Satisfaction: A Research in Hotel Enterprises

* Edip Sabahattin METE ^a , Alev SÖKMEN ^b  Alptekin SÖKMEN ^c 

^a Delta Electronics Trading and Industry Company Ltd., Ankara/Turkey

^b Başkent University, Vocational School of Social Sciences, Program of Bureau Management, Ankara/Turkey

^c Kastamonu University, Faculty of Tourism, Department of Tourism Management, Kastamonu/Turkey

Article History

Received: 21.05.2021

Accepted: 24.06.2021

Keywords

Leader-member exchange

Career satisfaction

Innovative work behavior

Innovation

Hotel enterprises

Abstract

This research investigates how hotel employees' career satisfaction and innovative work behavior are shaped under the framework of their perceptions of leader-member exchange based on the notion that the quality of the leader-member exchange relationship has a significant impact on employee behaviors. In this context, this research primarily aims to identify the mediating effect of career satisfaction in the relationship between leader-member exchange and innovative work behavior of hotel employees. Data were collected by applying a questionnaire survey method with the participation of 423 employees working in 7 hotel enterprises operating in Ankara. The data were analyzed using statistical analysis techniques and correlation and regression methods were employed for testing the research hypotheses. The findings achieved in this research suggest that there is a positive and significant relationship between leader-member exchange and career satisfaction and a positive and significant relationship between leader-member exchange and innovative work behavior as well as the mediating role of career satisfaction.

Article Type

Research Article

* Corresponding Author

E-mail: edip@deltaelectronics.com.tr (E.S. Mete)

DOI:10.21325/jotags.2021.807

INTRODUCTION

Global economic conjuncture pinpoints the importance of innovation. Globalization has accelerated the competition among enterprises and ultimately led to significant advancements in information and communication technologies that have a drastic impact on many industries specifically on the hospitality industry in the aspect of the workforce. The hospitality industry is an indispensable part of overall activities related to tourism. The literature on tourism and hospitality has provided better support for employee satisfaction as an important research topic (Cetin, Akova & Kaya, 2014). Career development and career management, which are often argued in the literature, have become a growing research area in the hospitality sector (Kong, Cheung & Zhang, 2010).

Career satisfaction (CS) is a critical research topic related to the career since individuals' perceptions of success are associated with diverse aspects of psychological well-being and work behavior (Abele & Spurk, 2009; Ng, Eby, Sorensen & Feldman, 2005). Chan (1998) emphasized the necessity of sound measuring tools for the evaluation of changes over time. Some organizations are better placed over the competitors with their innovation capabilities (Oukes, 2010).

Many researchers suggest that career is an individuals' intrinsic evaluation of their careers and is generally viewed as one of the pivotal predictors for subjective career success (Abele, Spurk, & Volmer, 2011; Boudreau, Boswell & Judge, 2001; Judge, Cable, Boudreau & Bretz, 1995; Ng et al., 2005). Hofmans, Dries and Pepermans, (2008) argue that CS is individuals' assessment of achieving their career goals such as accomplishments, income and progression.

Innovation and career initiative have been found to be positively associated with career development (salary and the number of promotions) and in turn CS. Innovation is often viewed as a process that focuses on the recognition of a problem or opportunity, the creation of new ideas or methods, and ultimately the new product realization (Kanter, 1988; Van de Ven, 1986). Workplace innovation is found to be correlated with an increased level of CS. The extent of leadership for innovation has been identified to have a key role in facilitating innovation at the workplace (Amabile et al., 2004, Chan et al., 2014; Panuwatwanich et al., 2008).

However, there are a limited number of studies investigating the effects of psychological factors on the relationship between innovation and CS. According to McMurray et al. (2013), workplace innovation has been recognized as a psychological concept that is used to measure employees' behavioral facets of their innovation practices which thus could enable high levels of CS.

On the other hand, the power of social capital between leaders and their employees is recognized as an underlying criterion in the successful performance of hotel enterprises that are operating in labor-intensive industries. In this context, the quality and frequency of the leader-member exchange (LMX) relationship between leaders and employees establish the basis of employee behavior. According to Panuwatwanich et al. (2009) and Sarros et al. (2008), innovation has been argued to depend on a socio-psychological process since it is generated through social networks and composite interaction systems. Rotter (1954) suggested that some individuals may have a level of trust with whom they build LMX relationships and are inclined to make positive attributions about other individuals' purposes. Dulebohn et al. (2012) postulated that leaders are in a central position to nourish the innovativeness of their employees by establishing a workplace environment where employees' creativity goes beyond the job role formally prescribed by a contract.

The LMX relationship between managers and employees generates insights on the expectations of employees which may give rise to an increase in innovative work behavior (IWB). Organizations are able to sustain their competitive advantage specifically in a contemporary business environment as well as global markets through IWB. IWB has been long viewed as an essential practice with its ability to generate solutions for socio-economic problems and is recognized as a driver for economic development among firms (Dulebohn, Bommer, Liden, Brouer & Ferris, 2012). Researchers have indicated that IWB deals with employees' behavior towards the introduction and practice of organizational ideas, products procedures, processes; while facilitating the execution of novel ideas created by employees (Dulebohn, Bommer, Liden, Brouer & Ferris, 2012; Yuan & Woodman, 2010). Therefore employees' innovation practices contribute to organizational effectiveness and performance when they are in parallel with the strategic goals of the organization.

Theoretical Framework and Hypotheses

The theoretical framework of this research is generated on the concepts of LMX, CS and IWB and the linkages between these variables. From a theoretical perspective and on the basis of an extensive literature review, this research mainly aims to explore the mediating role of CS between LMX and IWB.

Leader-Member Exchange

The theory of LMX, which was originally coined by Graen, Dansereau and Haga in 1975, refers to the quality of exchange relationship between leaders and their employees/subordinates as well as the reciprocal effect and interdependence (Graen, 1976; Uhl-Bien, 2006). Likewise, Dansereau et al. (1975) suggest that the theory of LMX focuses on the quality of the two-way relationship between leaders and subordinates. According to Bauer and Green (1996), LMX is defined as a dyadic relationship between leaders and employees. LMX relies on Social Exchange Theory (SET) which implies individuals' expectation of receiving equivalent benefits in return for providing benefits to others (Blau, 1964). As stated by Bernerth et al. (2015), LMX has been explained by SET as an exchange of physical and nonphysical resources in the context of social reciprocity between leaders and subordinates and defines varying patterns of relationships between them. Zhang et al. (2015) posit that the leaders establish bilateral valuable exchange associations with their employees by using certain types of exchanges and relationships. Leaders are more likely to give benefits such as rewards, recognition, information and latitude for discretion to those with whom they built the high-quality relationship. These subordinates are called *in-group members* whereas the subordinates that have low-quality relationships with their leaders are named as *out-group members* (Graen, 1976; Graen & Scandura, 1987; Sherman et al., 2012).

Janssen and Van Yperen (2004) suggest that low-quality LMX interactions are narrowed down to contract-based links that are reliant upon hierarchy and interaction based on prescribed organizational roles; however, a high-quality LMX relationship is an aggregate of mutual trust and effect, loyalty, respect (Graen & Uhl-Bien, 1995). Dienesch and Liden (1986) argue that subordinates' response to high-quality LMX relationships is putting effort into the fulfillment of their tasks successfully. Jing-Zhou and Wen-Xia (2011) posit that previous research has investigated LMX as a one-dimensional construct only ranging from low-quality to high-quality association.

Career Satisfaction

The term 'career' covers the entire experience of a job (Sabuncuoğlu, 2012) and activities associated with a job during the lifespan of an individual (Hall, 1976; Lounsbury et al., 2008). According to Mathis and Jackson (2006) career involves a series of job-related works during an individual's whole life. CS is individuals' extent of satisfaction or dissatisfaction about their career. In addition, CS refers to the measure of subjective career success (Kang, Gatling and Kim 2015; Wickramasinghe and Jayaweera, 2010). Greenhaus et al. (1990) emphasized the importance of five basic factors influencing employees' CS within organizations. These factors are career success, the degree of achieving career goals, the degree of progression in income goals, the degree of progression in personal development and progressions in obtaining competency. Inconsistent with this argument, Spurk et al. (2011) express CS as an evaluation of progress in achieving career success as well as career-related goals including salary and development.

Career Anchor Theory (Schein, 1975), deals with the choices adults make when they are well into their careers and classifies adult careers in terms of the major motivational forces that drive them. Most career theory focuses on the selection of occupations or classification of types of careers embedded in the occupational structure. CS is expressed as a usual result of career success that implies satisfaction with existing work and potential advancements in a specific job (Emmerik et al., 2006; Islam, 2006). Thus, it can be articulated that job satisfaction can be originated from CS. Peluchette (1993) argues that CS can be postulated to be associated with the psychological well-being of employees as well as the quality of work-life. Some researchers (Judge et al., 1995; Nauta, van Vianen, van der Heijden, van Dam and Willemsen, 2009) specify CS as employees' awareness of their career attainments and expectations for career progression in the future. There are studies supporting the view that CS is central when considering its dramatic impacts on work-related outcomes (Armstrong-Stassen & Ursel, 2009; Nauta, et al. 2009). John et al. (2008) describe the term CS as the summary of organizational attachment and individuals' perceptions of their careers. Particularly supportive leaders are individuals who are aware of the importance of subordinates' progression in their jobs/professions and enable the retention of these employees who are satisfied, productive and innovative (Barutçugil, 2004).

CS is a perspective on how individuals feel about their existing position. In this context, CS can be explained in two dimensions. The first dimension is individuals' career success and the satisfaction received from their careers. The second dimension is employees' perceptions and expectations of career development they target to achieve within their organizations (Sakal & Yıldız, 2015). According to Dinham and Scott (1997), individuals feel more satisfied with their careers when they satisfy with their occupation and believe that their career is secured by this job. CS is described as intrinsic and extrinsic values that are related to a career including salary, growth and development opportunities for individuals (Kong, Cheung & Song, 2012). On the other hand, there are views suggesting that individuals' career success is affected by several factors such as leaders' behaviors, educational attainment, experiences and destiny (Handoko, 2011; Sudiro, 2012).

Innovative Work Behaviour

Social Exchange Theory (SET) (Cropanzano and Mitchell, 2005) provides the foundation of employees' engagement and their creative behavior. According to SET, staff who feel valued in their workplace and feel a sense of consideration demonstrate more work engagement. As a consequence, as they are engaged at work, they are

motivated to do more than their duties which can lead to creativity and innovation and can move their workplace forward (Gichohi, 2014).

Innovation refers to the introduction and implementation of ideas, processes, procedures and products deliberately within a role, group or organization (West & Farr, 1989). Oukes (2010) posits that organizations' ability to make innovation would make them more capable of achieving sustainable competitive advantage against their rivals. Ramamoorthy et al. (2005) supported this view by indicating that employees are thereby central to the innovation of goods, services, processes, and techniques within an organization. Employees offer innovative methods to influence organizational efficiency and therefore they are critical for innovation within organizations (Bateman & Crant, 1993; Huang et al., 2005). Amo and Kolvereid (2005) described IWB as an employee initiative that aims to introduce innovative products, processes, markets, or a group of things of the same kind into the organization. According to De Jong and Den Hartog (2007), IWB is an individual's purposeful behavior to introduce and/or apply novel ideas, products, procedures and processes to his/her work role, unit or organization. Employees who exhibit IWB introduce ideas that would not have ever created and IWB is differentiated from creativity since it deals with discovering and developing ideas.

IWB shows variations in the process from launching an innovation to its implementation (De Jong & Den Hartog, 2007). Scott and Bruce (1994) defined the steps that consist of the process of IWB as idea generation, idea championing and idea implementation. Those steps are effectively performed in case of employees' perception and understanding of what kind of ideas will be considered as innovative and accepted by their managers (Adarves-Yorno et al., 2007; Gabris et al., 2000; Serva et al., 2005).

On the other hand, some researchers (Crant, 2000; Parker, Williams and Turner, 2006) suggest that IWB is regarded to be broader than proactive work behavior that engages in realizing change, without embracing the initiation element of the process for innovating. Agarwal (2014) argues that IWB is displayed in a voluntary attitude and may not be resulted in rewards formally or directly even though it provides benefits to the organizations. According to Martins and Martins (2002), this is more likely to give rise to innovation in the organization when it is acknowledged as a norm.

Leader-Member Exchange and Career Satisfaction

CS has been conceptualized as individuals' satisfaction originated from intrinsic and extrinsic characteristics related to their careers such as payment/salary, progression and opportunities for development (Judge et al., 1995). Judge et al. (1995) and Seibert et al. (2001) depicted CS as individuals' satisfaction with their careers over an extended period of time. Graen and Uhl-Bien (1995) emphasized that employees with high LMX develop a relationship with their leaders based on trust. Those employees often receive support from their leaders depend on information and resource which in turn promote their career development (Kram, 1985).

Greenhaus, Parasuraman and Wormley (1990) express that individuals' careers tend to be developed by the relationships established with their leaders. Seibert et al. (2001) examined social capital in the context of career development and success and exemplified the better accession to information and resources as a fundamental variable for the impact of social capital on career success. Consistent with the research of Seibert et al. (2001), Jiang and Klein (2000) reported leader support as a powerful precursor of an enhanced level of CS in their research conducted among

information systems staff. In addition, Wayne et al. (1999) reported a positive correlation between CS and supervisor support based on the data yielded from reciprocal relationships between leaders and their employees.

Leader support has been found to have a reducing impact on employee stress by enhancing their psychological well-being (Cummins, 1990; Dubinsky and Skinner, 1984). Kram (1985) and Thibodeaux and Lower (1996) revealed that employees who experience high-quality LMX are most likely to receive mental support as well as career support from their leaders and demonstrate CS at higher levels. There are empirical evidences indicating that individuals with high-quality LMX experience greater level CS than those with low-quality LMX relationship (Sagas & Cunningham, 2004; Sparrow & Liden, 2005). Thus, hypothesis H₁ is proposed as follows:

H₁: Hotel employees' perceptions of leader-member exchange have a significant impact on their career satisfaction.

Career Satisfaction and Innovative Work Behaviour

Based on SET (Blau, 1964) and the Norm of Reciprocity (Gouldner, 1960) and Career Anchor Theory (Schein, 1975), a moderated mediation model was proposed to examine the boundary conditions for the relationships among career satisfaction and IWB.

The concept of career anchors evolved from research on adult development. Most career theory focuses on the selection of occupations or classification of types of careers embedded in the occupational structure. Career Anchor Theory deals with the choices adults make when they are well into their careers and classifies adult careers in terms of the major motivational forces that drive them.

Employees are able to facilitate achievements within organizations through their creativity and innovation abilities. Thus, employees who focus on innovative activities within the workplace can generate new ideas, processes and methods relating to work. Janssen (2004) and Scott and Bruce (1994) argue that building IWB among employees is necessary for the success of developing innovation.

According to Sudarmanto (2009), the creativity and innovativeness capacity of employees are critical skills that are required by organizations. Employees with diversified training exhibit greater levels of CS than others and serve their organizations for longer periods. According to Margaret et al. (2010), those employees believe that their careers are secured. According to McClelland (1965), individuals who have higher motivation for spectacular achievements are depicted by creating something novel, doing things in new ways, having the ability to implement the idea and engage in a career. Given that the attempts for the improvement of employees, the enhancement of employees' job satisfaction and organizational capabilities, career management have become a forefront issue (Hariandja, 2002).

In the study conducted by Greenhaus et al. (1990), CS was measured by means of indicators amongst other individuals being able to express progression achieved based on their target for the development of new competencies. CS is described as employees' feelings of satisfaction or dissatisfaction with their overall career. It also refers to the positive psychological acquirements that employees can get from the intrinsic and extrinsic aspects of their careers, such as payment, promotion and chances for progression (Armstrong -Stassen & Ursel, 2009, Barnett & Bradley, 2007). Employees' search for the profound feeling of higher intrinsic values in their careers has resulted in their sense of work meaningfulness. Rosso et al. (2010) delineate work meaningfulness as the extent of positive meaning which employees experiences in their work. Littman-Ovadia and Steger (2010) proposed that CS is

generated by employees' feelings about the meaningless of work, which is a psychological mood that can lead to increased job motivation, organizational engagement and enables employees to use their strong aspects.

CS is associated with the implementation of innovation. In their survey conducted among employees from different organizations in Hong Kong, Kim et al. (2009) reported the positive and significant correlation between creativity and CS. Consistent with the findings of this survey, another research conducted by Park et al. (2016) among employees from public organizations revealed that organizational activities dealing with innovation has a positive influence on CS.

In light of the above findings, it has been hypothesized that IWB has a significant impact on the CS of hotel employees. Thus, hypothesis H₂ is proposed as follows:

H₂: Career satisfaction of hotel employees has a significant impact on their innovative work behavior.

Leader-Member Exchange and Innovative Work Behavior

The theory of LMX implies that the relationship between a leader and an employee will develop from low-quality to high-quality LMX that may lead employees to perform innovative activities within firms. According to the theory, leaders are expected to build diverse linkages with their employees in the workplace (Liden & Graen, 1980; Graen & Cashman, 1975). Hence, differentiated groups ranging from low to high-quality reciprocity are established. The underlying principles for high-quality exchange relationships built between leaders and their employees can be specified as bilateral trust and respect as well as the contract-based tangible facets including the reciprocity of monetary rewards. However, low-quality LMX relationships more likely to result in the dependence of monetary exchange between the parties in which employees are regarded as only hired individuals and their rewards solely rely on the monetary exchange (Graen & Uhl-Bien, 1995; Graen & Scandura, 1987). Brennan (2017) suggests that employees are supported to put endeavors targeting the development of high-quality LMX connections on behalf of their organizations.

The high-quality LMX connection influences the work behaviors of productive employees (Chaurasia and Shukla, 2013). Some studies have proven the positive impact of LMX on the innovativeness of employees (Scott and Bruce, 1994; Stoffers and Heijden, 2009). Xerri (2013) and Agarwal (2014) suggest that LMX is a significant predictor of IWB. According to Altunoglu and Gurel (2015) and Kheng et al. (2013) majority of research, which has investigated the association between LMX and IWB, has shown the positive impact of the former on the latter. A high-quality LMX relationship between supervisors and subordinates and will more likely contribute to an enhanced level of employee innovativeness during the performance of their task. When supervisors display supportive attitudes, there is a strong possibility of employees' confidence about the likelihood of their innovative behavior that results in performance (Yuan & Woodman, 2010). Engaged employees, therefore, are more likely to act proactively to establish networks of partners, who facilitate the distribution of new ideas, promote employees' potential for innovation (Fatima & Khan, 2017; Yean, Johari & Yahya, 2017). As certainly shown by past studies, LMX has a significant effect on the IWB of employees from diverse industries (Yeoh & Mahmood, 2013). Hence, hypothesis H₃ is proposed as follows:

H₃: Hotel employees' perceptions of leader-member exchange have a significant impact on their innovative work behavior.

Mediating Effect of Career Satisfaction between Leader-Member Exchange and Innovative Work Behaviour

In this research, the potential association between LMX, IWB and CS has been examined based on SET (Blau, 1964). SET (Blau, 1964) involves the exchange of intangible social benefits including trust, respect, pride and caring behaviors between two or more parties based on the assumption that the other party seeks to collaborate accordingly (Thibault & Kelley, 1959). Trust is considered a pivotal factor that addresses social exchange (Blau, 1964). Actually, the interpersonal interactions that rely on trust have a fundamental role in an individual’s career accomplishment and planning (Souerwine, 1978). Within the framework of the reciprocity norm (Gouldner, 1960), individuals who interact with each other through exchange networks depending upon trust have the superiority to get information from others through social capital that results in career success (Granovetter, 2002; Lin, 2002). As explained previously, CS is expressed as a usual result of career success (Emmerik et al., 2006; Islam, 2006). Forret and Dougherty (2004) empirically evidenced the importance of career management strategy in terms of establishing relationships with individuals who can have adequate capacity to provide career support. This research examines that the high-quality LMX can encourage employees’ CS by supplying the necessary assistance, mutual influence, appreciation and confidence (trust) and leaders can speak competently with their employees. Matzler and Renzl (2006) revealed that feeling of confidence among employees has significantly impacted their levels of satisfaction as well as loyalty. Ferres et al. (2004) reported that trust among peers is strongly associated with perceived organizational support, and ultimately boosts the employee’s level of satisfaction and socio-emotional needs (Cohen and Prusak, 2001; Matzler and Renzl, 2006). IWB is critical for organizational achievement and effectual leadership can encourage it in the organizations (Bai et al., 2016; Li et al., 2015; Wang et al., 2017).

This research focused on the present cavity in the literature on IWB (Li et al., 2019) to explicate the effect of LMX in IWB utilizing social exchange theory (SET). SET (Blau, 1984) depicts how social interactions may arise among leaders and the employees in an organization. Leadership is amongst the fundamental factors influencing the creativity and IWB of employees. Nevertheless, there is scarce research that empirically probing the mediation of CS between LMX and IWB. CS plays a significant role among the psychological factors that could have an effect on the creative performances of employees (Ostroff, 1992; Judge, Thoresen & Bono, 2001). As a summary of the above arguments, the LMX relationship between supervisors and subordinates could foster the IWB of employees through the enhancement of CS. Based on this view, it can be implied that CS is a mediator variable on the impact of LMX on employees’ IWB. Hence, hypothesis H₄ is proposed as follows:

H₄: The relationship between hotel employees’ perceptions of leader-member exchange and innovative work behavior is mediated by career satisfaction.

Method

The main goal of this research is to investigate the linkage between leader-member exchange (LMX), innovative work behavior (IWB) and career satisfaction (CS) in a sample consisting of hotel employees. Hence the following model has been designed to demonstrate research hypotheses and correlations between the variables coherent to a theoretical framework (Figure 1).

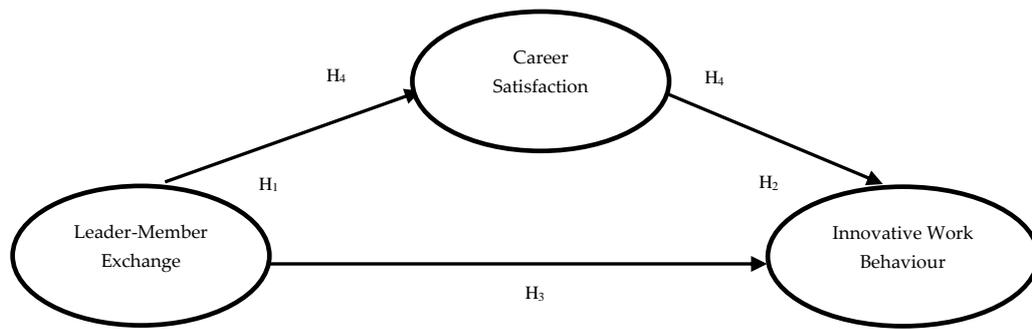


Figure 1: Research Model

Figure 1 shows the research model and the hypotheses accompanied by the foundations, on which these hypotheses are built within the context of the related literature, are given as follows:

H₁: Hotel employees’ perceptions of leader-member exchange have a significant impact on their career satisfaction.

H₂: Career satisfaction of hotel employees has a significant impact on their innovative work behavior.

H₃: Hotel employees’ perceptions of leader-member exchange have a significant impact on their innovative work behavior.

H₄: The relationship between hotel employees’ perceptions of leader-member exchange and innovative work behavior is mediated by career satisfaction.

Ethics committee permission to collect data for this study was obtained from Ankara Hacı Bayram Veli University Ethics Committee with approval no 16504 dated March 26th, 2021. Latterly a questionnaire-based survey on employees from seven hotel enterprises operating in Ankara was conducted in the period between January and March 2021. Due to the effects of coronavirus (COVID-19) pandemics, there are only seven enterprises that granted permission to carry out the survey. In the context of data acquired from the enterprises, the questionnaire forms were distributed both electronically and physically. Given that the number of employees working during the specified period is 1087, the number of returning questionnaires has remained at 423. The selected sample, therefore, represents 39 % of the population studied.

There are 20 items in the survey questionnaire excluding demographic questions. Employees’ perceptions of LMX were measured by using the 12-item Leader-Member Exchange (LMX) Scale (Liden and Maslyn, 1998). The LMX scale items contain sample statements such as “*I like my supervisor very much as a person*”. The idea generation sub-dimension, which is comprised of 3 items, was selected from the 9-item Innovative Work Behaviour (IWB) Scale (Janssen, 2000) to measure the IWB levels of employees. The IWB scale incorporates sample statements such as “*I create new ideas for problems difficult issues*”. 5-item and one-dimensional CS Scale developed by Greenhaus, Parasuraman and Wormley (1990) were used to measure the CS of employees. The CS Scale includes sample statements such as “*I am satisfied with the progress I have made towards meeting my overall career goals*”. This survey has employed scales of which items were prepared on Five-point Likert type and the answer option for each item ranges from 1=strongly disagree to 5= strongly agree. The survey scales were distributed in either electronic or printed form with an objective to yield a higher level of participation.

Research Findings

The analysis of the dataset produced from the survey was performed using SPSS 26 software. The interpretation of data pertaining to demographic characteristics was carried out by using frequency analysis and percentage values. The reliability of the scales was assessed through Cronbach’s alpha analysis. Correlation and regression analyses were conducted to test the hypotheses.

The research population embraces 7 hospitality enterprises that provide hotel and accommodation services in Ankara. Given that the number of employees working during the specified period is 1087, the number of returning questionnaires has remained at 423. The selected sample represents 39 % of the population studied. A simple random sampling technique was performed in this study through random procedures. Given that the number of useable questionnaire forms of the participants (with a response rate of 39%), it would be appropriate to use a simple random sampling method for randomly selecting a smaller sized group from the aggregate and accurately generalizing it for the large population. Therefore, the sample size, which is dominated by 7 hotels, reflects the realized sample (n = 423) that offers a dataset representing the Turkish hospitality industry.

The content of the questions asked in the data questionnaire forms is based on the following scales which are widely used in many studies related to the organizational behavior discipline. Hence, the measurement instruments can provide a realistic portrayal of the perceptions and views of the participants. The validity and the reliability of the scales used in this study have been verified with high-reliability coefficients in the statistical analysis section of this study. It is reasonable to imply that the entire sample highly reflects the population distribution of hotel enterprises in Turkey.

The participants of the survey are comprised of 199 women and 224 men. Amongst participants, 46 % are married, 43 % are single and 11% are widowed/divorced, 39 % are aged between 22 and 30 years, 34 % are between the ages of 31 and 39, 27 % are aged 40 years and over. For educational attainment of the participants, 7 % have a high school degree, 78 % have a bachelor’s degree and 15 % have a master’s and doctorate. For years of service of the participants, 28 % served for a period between 1 and 10 years, 51 % served for a period between 11 and 20 years and 21 % served more than 21 years. Participants were not asked to provide information about their title and department in an effort to obtain meaningful responses to survey questions.

Table 1. Reliability Coefficients and Correlation Values for Variables

	<i>1</i>	<i>2</i>	<i>3</i>
<i>Leader-Member Exchange</i>	[0.94]		
<i>Career Satisfaction</i>	,529**	[0.91]	
<i>Innovative Work Behavior</i>	,499**	,513**	[0.89]

****Correlation is significant at the 0.01 level (two-tailed), [the values (in parentheses) represent Cronbach’s Alpha reliability coefficients]

The reliability values in this survey were 0.94, 0.91 and 0.89 for LMX Scale, CS Scale and IWB Scale, respectively. These values indicate that the scales have acceptable high-reliability coefficients. Correlation analysis was performed to show the relationship among variables.

Table 2. Regression Values

<i>Independent Variables</i>	<i>Dependent Variables</i>			
	<i>Career Satisfaction</i>		<i>Innovative Work Behavior</i>	
<i>Leader-Member Exchange</i>	<i>β</i>	<i>Sig</i>	<i>β</i>	<i>Sig</i>
	0,529	0,000	0,499	0,000
	<i>R</i> ² =0,277		<i>R</i> ² =0,255	
	<i>F</i> =151,689		<i>F</i> =103,842	
<i>Career Satisfaction</i>	<i>Innovative Work Behavior</i>			
	<i>β</i>	<i>Sig</i>		
	0,513	0,000		
	<i>R</i> ² =0,183			
		<i>F</i> =116,218		

The results of the analysis assert that there is a positive and significant ($r = 0.529, p < 0.01$) relationship between LMX and CS. LMX significantly and positively correlates with ($r = 0.499, p < 0.01$), as well. The findings also suggested positive and significant ($r = 0.513, p < 0.01$) relationship between CS and IWB. It can be implied from the results of the regression analysis that LMX significantly impacts CS ($\beta=0.529; p < 0,001$) and has 27.7 % explanatory power ($R^2 = 0.277$). LMX is also found to be significantly correlated with IWB ($\beta=0.499; p < 0,001$) and the explanatory power is 25.5 ($R^2=0.255$). Thus Hypothesis 1 and Hypothesis 3 have been accepted. The regression outputs signify those hotel employees from the enterprises examined will show high levels of idea generation (IWB) in the case of an increase in their perceptions of LMX. In addition, CS is also found to have a significant impact on IWB ($\beta=0.513; p < 0,001$) and 18.3 % explanatory power ($R^2 = 0.183$). Hence Hypothesis 2 has been accepted. Based on the regression outputs, high levels of idea generation (IWB) can be easily expressed when the CS of hotel employees is improved.

The mediation of CS in the relationship between LMX and IWB has been determined by using the mediator variable analysis method (Baron and Kenny, 1986; Hayes, 2009). Baron and Kenny’s (1986) procedures for the analysis of mediation hypotheses propose a four-step approach to test the mediation hypotheses in which the impact of the independent variable on the dependent variable is supposed to be mediated by the mediator variable that is also denoted as an intervening variable. The independent variable is denoted as the causal variable that causes a change in the dependent variable as the outcome. According to this method, two paths lead to the dependent variable and denote the total impact. The verification of the mediation effect is performed through four steps. In step 1, the independent variable forecasts the value of the dependent variable and is associated with the outcome variable. Step 1 of Baron and Kenny’s (1986) procedures, indeed, focuses on the settlement of an effect that is more likely to be mediated by the mediator variable. In step 2, the independent is associated with the mediator which implies that the independent variable forecast the mediator variable. In other words, Step 2 regards the mediator variable as an outcome variable. In step 3, both the independent variable and mediator variable forecast the dependent variable. Step 3 focuses on forming an association between the mediator variable and the outcome variable since they are both resulted from the independent variable. It is also essential to control the dependent variable during the establishment of the association between the mediator variable and the outcome variable. Step 4 focuses on revealing overall mediating associations among the variables. Step 4 can be met when the impact of the independent variable on the outcome variable is zero when the mediator variable is being controlled. Once the procedures of Baron and Kenny (1986) are achieved, the consistency of the data with mediation hypotheses can be verified. The research model was

generated relying on the argument that the mediating role can be determined by developing three-variable models. The following model, therefore, was tested to ascertain the mediating role of CS on the effect of LMX on IWB.

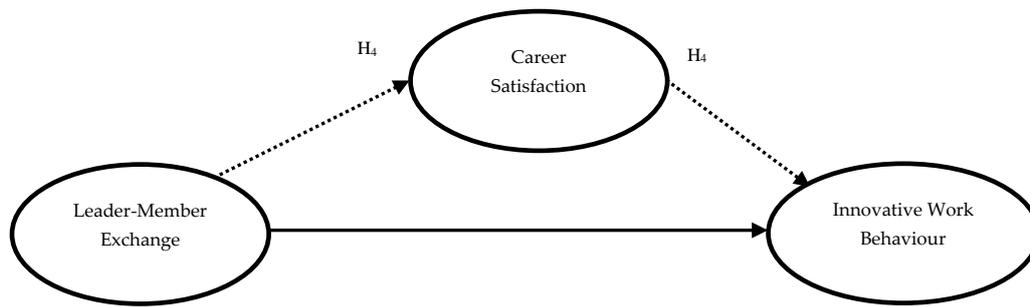


Figure 2. Mediator Variable Model

Based on the regression outputs shown in the model (Figure 2), it has been found out that LMX has a significant impact ($\beta=0.529$; $p<0,001$) on CS in Step 1 and on IWB ($\beta=0.499$; $p<0,001$) in Step 2; CS significantly impacts ($\beta=0.513$; $p<0,001$) IWB in Step 3.

LMX and CS were included in the analysis together in the final stage and the impacts of these variables on IWB were examined. Within this framework, the positive and significant impact of LMX on IWB continued whereas the regression coefficient ($\beta=0.451$; $p<0,001$) reduces with the incorporation of LMX and CS into the analysis. The positive and significant impact of CS on IWB continued, nevertheless, the regression coefficient reduces ($\beta=0.413$; $p<0,001$). Hence, the results assert that there is a partial mediating effect of CS on the impact of LMX on IWB. In the context of hotel enterprises investigated, CS has been determined to have a mediating effect on the impact of LMX on IWB. Hence, Hypothesis 4 has been accepted.

Discussion and Conclusion

The results support earlier findings and grant to the research on the correlation among LMX and IWB of employees. This research has revealed that the level of LMX with specific efforts on an individual may predict the IWB of the employees positively. This is in accord with prior research that LMX is a crucial antecedent of employees’ creative effort contribution (Hassanzadeh, 2014; Volmer et al., 2012). This research likewise proved a significant correlation between LMX and employee CS. Mainly, the research explored the involvement of LMX on IWB thru a mediation structure of CS. The statistical findings of this research offer intriguing conceptions about the function of CS on IWB and LMX which maintain the viewpoint of SET. The conclusions also coincide with the standpoint of SET and it posits that the subordinates may perceive the high-quality interaction with their supervisor as an incentive and be conscious of liability to reciprocate by raising their creativity and innovative behavior in favor of the organizational gains.

The findings of this research imply that the LMX relationship can be depicted as a strong positive predictor of CS. The findings also explain that when the leader has a higher LMX relationship the employees display greater levels of CS (Wayne et al., 1999; Sagas and Cunningham, 2004). The mediating effect of CS gave rise to an increase in the effect of LMX on IWB. If the LMX relationship between supervisors and subordinates is not able to have any definite impact on CSn, its impact on IWB may be lessened to a certain degree. In an aspect of employee IWB, the role of LMX quality can be put as an indirect factor, while CS cannot be put as a relatively higher direct factor. This

research offers suggestions on how to proceed with these relations in future studies on the CS displayed by the employees, signifying that employees will create willingly any of the innovative opinions once they feel a solid high-quality LMX association with the supervisors.

The participants of this study were composed of hotel employees and these findings provide meaningful reality and offer practical implications to generate insight into the existing hospitality management system in the Turkish context. Given that the contemporary environment and present research system, if hotel managers exhibited the attitude of reward and punishment contingencies, the subordinates would have knowledge on clearly defined research undertakings and objectives. Effective leadership enables employees to be more aware of management's goals, which could lead to an increase in the progress of better work performance and customer connection for the acquisition of higher annual outcomes. On the other hand, the leaders, who have high-quality LMX and provide more expected investment, will nurture the CS of employees. By considering the performance assessment mechanism in the hospitality industry in Turkey, the hotel managers' leadership extent, which focuses on an effective LMX relationship, will affect creativity through the improvement of employees' CS.

This research seeks to offer an understanding of the progress in which creative personality that is supported with LMX has an influence on CS as well as IWB. Individuals characterized by a creative personality have a tendency to focus on particular proactive behaviors, including the generation of innovative solutions for problems and having active management in their careers. They are also inclined to take initiative in acquiring information about the political climate. This research provides support for the general assumption (Crant, 2000) that innovative personality traits develop better environmental conditions by dealing with activities defined herein, and this is related to individual's intrinsic satisfaction with their career. This research proposes some particular ways by which people establish environments that facilitate CS.

This study aims to develop an association between LMX quality, CS and employee IWB. The paper evidence that CS embraces diverse properties and IWB is amongst those included in this variable. By focusing the research on the topic of innovation, this research offers a theoretical contribution to the understanding of the positive effect of LMX on both IWB (Amabile et al., 2004) and CS. An innovative labor force based on innovation will have resulted in successful practices of marketing as well as enhanced organizational performance in the hotel business. Organizations have become globalized and expanded their operations across the world and an engaged innovative labor force has turned into a fundamental need of global organizations. Employees will become more engaged and be loyal to their organizations when they perceive higher CS with their occupation during the entirety of time, they are employees of the organization. The findings of this research will support researchers and practitioners in improving their understanding of why employees need to be satisfied with their careers and facilitate creating additional interest in CS studies.

Managerial Implications

As the findings demonstrate that LMX has a positive influence on the IWB displayed by the employees, managers need to realize that their interactions with the members of the workforce can create significant outcomes utilized by the organizations. Additionally, meta-analytic research (Dulebohn et al., 2012, p. 24) revealed that "LMX quality was positively managed by leaders their instead of members of the organization". Therefore, managers should make an effort to build and keep steady encouraging relations with as many employees as conceivable. To accomplish this

objective, managers do not have to take care of all employees equally, however, everyone should feel recognized (Yukl, 2002). Principals may play an imaginative modeling role to motivate their followers that they also become creative and execute innovation. The hands-on trials could be complementary activities to employ creative competency. The mentioned approaches may improve employees' experimental and metacognitive talent, thus fostering creativity and innovative behaviors. So, managers may resolve the concern and fear of the employees which may occur as a result of the ambiguity of inventive pursuits by presenting guidance and incentives.

Theoretical and Practical Implications

This research exposes that leaders can encourage employees' career satisfaction by supplying the necessary assistance, mutual influence, confidence, appreciation and speak competently with their employees. Furthermore, the mediating mechanism of career satisfaction on employee's IWB suggests that management has to appreciate employees' sensations and offer more autonomy to voice generously when articulating innovative ideas. Also, this research broadens the literature by advising the organizations that a high level of LMX may influence the distinctive ideas created by employees. Accordingly, the findings can be used to propose a solution to the organizations that can revise the practices, and how the effect of the leader can expedite the necessary approaches for employee participation. For instance, if any organization needs to improve the level of IWB at the workplace, the management has to provide the leaders with the required authorization to reserve certain resources and autonomy. This research exposes also how career satisfaction executes a bridge function during the generation of innovation by the employees. Besides, it is instrumental for management to provide the opportunity to their members of the workforce to get involved in the decision-making stage of new business attempts, in this manner, enriches employees' perception of being valuable and important in the organization. So, these kinds of management strategies may generate a richer perceived organizational reputation (Fuller et al., 2007). Management should promote employees to articulate ideas on how to develop work structures and methods to gain sustainable competitiveness and continued success.

Limitations and Directions for Future Research

While practicing the model, other factors related to compensation and employees' work environments should also be elaborated. Therefore, it also should form an equilibrium for this factor, if firms prefer to use this model. However, this study does not ensure the reliability of this model empirically since it is conceptual and not reliant upon any basic research. The second limitation is that CS based on innovation requires higher resources. The management of the organization should never forget the fact that they need to have the necessary knowledge about the entire development process pertaining to that specific area since innovation refers to the practice of new products/services and bringing novel things to the organization. Another limitation is that the measurement of innovation requires a systematic approach and empirical testing of this model can be a primary focus of future research. In addition, risk factors should also be incorporated into future research as an independent variable.

Future research should give emphasis on the structure of hotel enterprise as a dependent variable synchronously with the discussion of CS and innovative behaviors by considering the entire content.

Declaration

The contribution of all authors to the article is equal. The authors have no relevant conflict of interest to disclose. Ethics committee permission to collect data for this study was obtained from Ankara Hacı Bayram Veli University Ethics Committee with approval no 16504 dated March 26th, 2021.

REFERENCES

- Abele, A.E., & Spurk, D. (2009). The longitudinal impact of self-efficacy and career goals on objective and subjective career success. *Journal of Vocational Behavior*, 74, 53–62.
- Abele, A.E., Spurk, D., & Volmer, J. (2011). The construct of career success: Measurement issues and an empirical example. *Journal for Labour Market Research*, 43(3), 196–306.
- Adarves-Yorno, I., Postmes, T., & Haslam, S.A. (2007). Creative innovation or crazy irrelevance? The contribution of group norms and social identity to creative behavior. *Journal of Experimental Social Psychology*, 43, 410-416.
- Agarwal, U. A. (2014). Examining the impact of social exchange relationships on innovative work behaviour. *Team Performance Management: An International Journal*, 20(3), 102-120.
- Altunoglu, A.E., & Gurel, E.B. (2015). Effects of leader–member exchange and perceived organizational support on organizational innovation: The case of Denizli Technopark. *Procedia - Social and Behavioral Sciences*, 207, 175–181.
- Amabile, T. M., Schatzel, E. A., Moneta, G. B., & Kramer, S. J. (2004). Leader behaviors and the work environment for creativity: Perceived leader support. *The Leadership Quarterly*, 15(1), 5-32.
- Amo, B.W., & Kolvereid, L. (2005). Organizational strategy, individual personality and innovationbehavior. *Journal of Enterprising Culture*, 13(1), 7-19.
- Armstrong-Stassen, M., & Ursel, N. D. (2009). Perceived organizational support, career satisfaction, and the retention of older workers. *Journal of Occupational and Organizational Psychology*, 82(1), 201–220.
- Barnett, B. R., & Bradley, L. (2007). The impact of organisational support for career development on career satisfaction. *The Career Development International*, 12(7), 617–636.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal Of Personality and Social Psychology*, 51(6), 1173-1182.
- Barutçugil, İ. (2004). *Stratejik insan kaynakları yönetimi*. İstanbul: Kariyer Yayınları.
- Bateman, T.S., & Crant, J.M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of Organizational Behavior*, 14(2), 103-118.
- Bauer, T. N., & Green, S. G. (1996). Development of leader–member exchange: A longitudinal test. *Academy of Management Journal*, 39(6), 1538–1567.

- Bernerth, J. B., Walker, H. J., & Harris, S. G. (2015). Rethinking the benefits and pitfalls of leader-member exchange: A reciprocity versus self-protection perspective. *Human Relations*, 69(3) 661-684.
- Blau, P.M. (1964). Justice in social exchange. *Sociological Inquiry*, 34, 193-206.
- Boudreau, J. W., Boswell, W. R., & Judge, T. A. (2001). Effects of personality on executive career success in the United States and Europe. *Journal of Vocational Behavior*, 58, 53–81.
- Brennan, A. (2017). *The mediating role of optimism on the relationship between leader- member exchange (LMX) and employee engagement: Evidence from the Irish further education and training (FET) sector* (Doctoral thesis). Waterford Institute of Technology.
- Cetin, G., Akova, O., & Kaya, F. (2014). Components of experiential value: Case of hospitality industry. *Procedia- Social and Behavioral Sciences*, 150, 1040-1049.
- Chan, D. (1998). Functional relations among constructs in the same content domain at different levels of analysis: A typology of composition models. *Journal of Applied Psychology*, 83(2), 234.
- Chan, I. Y. S., Liu, A. M. M., & Fellows, R. (2014). Role of leadership in fostering an innovation climate in construction firms. *Journal of Management in Engineering*, 30(6), 1-7.
- Chaurasia, S., & Shukla, A. (2013). The influence of leader-member exchange relations on employee engagement and work role performance. *International Journal of Organization Theory and Behavior*, 16 (4), 465-493.
- Cohen, D., & Prusak, L. (2001). *In good company: How social capital makes organizations work*. Boston, MA: Harvard Business School Press.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900.
- Crant, J.M. (2000). Proactive behaviour in organizations. *Journal of Management*, 26, 435-462.
- Cummins R.C. (1990). Job stress and the buffering effect of supervisory support. *Group & Organization Management*, 15(1), 92-104.
- Dansereau, F., Graen, G., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership within formal organizations: A longitudinal investigation of the role making process. *Organizational Behavior & Human Performance*, 13(1), 46–78.
- De Jong, J. P., & Den Hartog, D. N. (2007). How leaders influence employees' innovative behaviour. *European Journal of Innovation Management*, 10, 41-64.
- Dienesch, R. M., & Liden, R. C. (1986). Leader–member exchange model of leadership: A critique and further development. *The Academy of Management Review*, 11(3), 618–634.
- Dinham, S., & Scott, C. (1997). *Modelling teacher satisfaction: findings from 892 teaching staff at 71 schools*. Paper presented to the American Educational Research Association Annual Meeting, Chicago, IL, United States.
- Dubinsky, A.J., & Skinner, S.J. (1984) Impact of job characteristics on retail sales people's reactions to their jobs. *Journal of Retailing*, 60(2), 35–62.

- Dulebohn, J. H., Bommer, W. H., Liden, R. C., Brouer, R. L., & Ferris, G. R. (2012). A meta-analysis of antecedents and consequences of leader-member exchange: Integrating the past with an eye toward the future. *Journal of Management*, 38(6), 1715–1759.
- Emmerik I.J.H., Euwema, M.C., Geschiere, M., & Schouten, M.F.A.G. (2006). Networking your way through the organization: Gender differences in the relation between network participation and career satisfaction. *Women in Management Review*, 21(1), 54-66.
- Fatima, A., & Khan, M.A. (2017). Do hope foster innovative work behavior through employee engagement and knowledge sharing behavior? A conservation of resources approach using MPLUS tool. *Business & Economic Review*, 9, 181-212.
- Ferres, N., Connel, J., & Travaglione, A. (2004). Co-worker trust as a social catalyst for constructive employee attitudes. *Journal of Managerial Psychology*, 19(6), 608-622.
- Forret, M. L., & Dougherty, T. W. (2004). Networking behaviors and career outcomes: Differences for men and women? *Journal of Organizational Behavior*, 25(3), 419–437.
- Fuller, J., Barnett, Hester, K. and Frey, L. (2007). An exploratory examination of voice behavior from an impression management perspective, *Journal of Managerial Issues*, 19(1), 134-151.
- Gabris, G.T., Grenell, K., Ihrke, D.M., & Kaatz, J. (2000). Managerial innovation at the local level: Some effects of administrative leadership and governing board behavior. *Public Productivity and Management Review*, 23(4), 486-494.
- Gichohi, P. K. (2014). The role of employee engagement in revitalizing creativity and innovation at the workplace: A survey of selected libraries in Meru County – Kenya. *Library Philosophy and Practice (E-journal)*.
- Gouldner, A. (1960). The norm of reciprocity. *American Sociological Review*, 25(2), 161-179.
- Graen, G. B. (1976). Role making processes within complex organizations. In M.D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1201-1245). Chicago, IL: Rand-McNally.
- Graen, G.B., & Cashman, J. F. (1975). A Role-making model of leadership in formal organizations: A developmental approach. In J.G. Hunt & L. L. Larson (Eds.), *Leadership frontiers* (pp. 143–65). Kent, OH: Kent State University Press.
- Graen, G.B., & Scandura, T.A. (1987). Toward a psychology of dyadic organizing. In Staw, B.M., & Cummings, L.C. (Eds.), *Research in Organizational Behavior* (pp. 175-209). New York, NY: JAI Press.
- Graen, G.B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The Leadership Quarterly*, 6, 219-247.
- Granovetter, M.S. (2002). A theoretical agenda for economic sociology. In F.G. Mauro, R. Collins, P. England, & M. Meyer, (Eds.). *The new economic sociology: Developments in an emerging field* (pp. 35–60). New York, NY: Russell Sage Foundation.

- Greenhaus, J. H., Parasuraman, S., & Wormley, W. M. (1990). Effects of race on organizational experiences, job performance evaluations, and career outcomes. *Academy of Management Journal*, 33, 64–86.
- Hall, D.T. (1976). *Careers in organizations*. Pacific Palisades, CA: Goodyear Publishing.
- Handoko, T. H. (2011). *Personnel management and human resources*. Yogyakarta: BPFE
- Hariandja, M. (2002). *Manajemen Sumber Daya Manusia: Pengadaan, Pengembangan, Pengkompensasian, dan Peningkatan Produktivitas Pegawai*. Jakarta: Penerbit Grasindo.
- Hayes, A. F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication Monographs*, 76(4), 408–420.
- Hofmans, J., Dries, N., & Pepermans, R. (2008). The career satisfaction scale: Response bias among men and women. *Journal of Vocational Behavior*, 73, 397–403.
- Huang, X., Van de Vliert, E., & Van der Vegt, G. (2005). Breaking the silence culture: Stimulation of participation and employee opinion withholding cross-nationally. *Management and Organization Review*, 1(3), 459-482.
- Islam, N. (2006). *A relational study on organizational commitment, career satisfaction, job involvement, job security, and job satisfaction in the context of Social Investment Bank Limited (SIBL)*, An Internship Report Presented in Partial Fulfillment of the Requirements for the Degree Bachelor of Business Administration, Independent University, Bangladesh.
- Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, 73, 287–302.
- Janssen, O. (2004). How fairness perceptions make innovative behavior more or less stressful. *Journal of Organizational Behavior*, 25(2), 201–215.
- Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of Management Journal*, 47(3), 368–384.
- Jiang, J., & Klein, G. (2000). Supervisor support and career anchor impact on the career satisfaction of the entry-level information systems professional. *Journal of Management Information Systems*, 16(3), 219-240.
- Jing-zhou, P., & Wen-xia, Z. (2011). Under dual perspective of work exchange and social exchange: The study of impact of LMX on affective commitment. *Nankai Business Review International*, 2(4), 402-417.
- John, O. P., Naumann, L. P., & Soto, C. J. (2008). Paradigm shift to the integrative Big-Five trait taxonomy: History, measurement, and conceptual issues. In O.P. John, R.W. Robins, & L. A. Pervin (Eds.). *Handbook of personality: Theory and research* (pp. 114–158). New York, NY: Guilford Press.
- Judge, T.A., Bono, J. E., Thoresen, C.J., & Patton, G.K. 2001 The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127, 376-407.
- Judge, T.A., Cable, D.M., Boudreau, J.W., & Bretz, R.D. (1995). An empirical investigation of the predictors of executive career success. *Personnel Psychology*, 48, 485–519.

- Kang, H. J., Gatling, A., & Kim, J. (2015). The impact of supervisory support on organizational commitment, career satisfaction, and turnover intention for hospitality frontline employees. *Journal of Human Resources in Hospitality & Tourism*, 14(1), 68-89.
- Kanter, R.M.K. (1988). When a thousand flowers bloom. In B. Staw & L.L. Cummings (Eds.), *Research in organizational behavior* (pp. 169 – 211). Greenwich, CT: JAI Press.
- Kheng, Y.K., June S., & Mahmood, R. (2013). The determinants of innovative work behaviour in the knowledge intensive business services sector in Malaysia. *Asia Social Science*, 9 (15), 47-59.
- Kim, T.H., Hon, A.H.Y., & Crant, J.M. (2009). Proactive Personality, Employee Creativity, and Newcomer Outcomes: A Longitudinal Study. *Journal of Business Psychology*, 24(1), 93–103.
- Kong, H., Cheung, C. & Song, H. (2012). From hotel career management to employees' career satisfaction: The mediating effect to career competency. *International Journal of Hospitality Management*, 31, 76-85.
- Kong, H., Cheung, C., & Zhang, Q. H. (2010). Career management systems: What are China's state-owned hotels practising? *International Journal of Contemporary Hospitality*, 22(4), 112-118.
- Kram, C.E. (1985). *Mentoring at work: Developmental relationships in organisational life*. Glenview, IL: Scott, Foresman.
- Liden, R.C., & Graen, G. (1980). Generalizability of the vertical dyad linkage model of leadership. *Academy of Management Journal*, 23, 451–65.
- Liden, R.C., & Maslyn, J.M. (1998). Multidimensionality of leader–member exchange: An empirical assessment through scale development. *Journal of Management*, 24(1), 43–72.
- Lin, N. (2002). *Social capital: A theory of social structure and action*. New York, NY: Cambridge University Press.
- Littman-Ovadia, H., & Steger, M. F. (2010). Character strengths and well-being among volunteers and employees: Towards an integrative model. *Journal of Positive Psychology*, 5, 419–430.
- Lounsbury, J. W., Steel, R. P., Gibson, L. W., & Drost, A. W. (2008). Personality traits and career satisfaction of human resource professionals. *Journal Human Resource Development International*, 11, 351-366.
- Margaret, Y., Mark, R. H., Charity-Ann, H., & Wendy, C. (2010). The relationship between diversity training, organizational commitment, and career satisfaction. *Journal of European Industrial Training*, 34(6), 519-538.
- Martins, E., & Martins, N. (2002). An organisational culture model to promote creativity and innovation. *SA Journal of Industrial Psychology*, 28(4), 58-65.
- Mathis, R.L., & Jackson, J.H. (2006). *Human resource management* (11th ed.). Mason, Ohio: Thomson/South-Western.
- Matzler, K., & Renzl, B. (2006). The relationship between interpersonal trust, employee satisfaction, and employee loyalty. *Total Quality Management and Business Excellence*, 17(10), 1261-1271.
- McClelland, D. C. (1965). Toward a theory of motive acquisition. *American Psychologist*, 20(5), 321–333.

- McMurray, A. J., Islam, M. M., Sarros, J. C., & Pirola-Merlo, A. (2013). Workplace innovation in a nonprofit organization. *Nonprofit Management & Leadership*, 23(3), 367–388.
- Nauta, A. A., Van Vianen, A., Van der Heijden, B. I. J. M., Van Dam, K., & Willemsen, M. (2009). Understanding the factors that promote employability orientation: The impact of employability culture, career satisfaction, and role breadth self-efficacy. *Journal of Occupational and Organizational Psychology*, 82, 233–251.
- Ng, T. W. H., Eby, L. T., Sorensen, K. L., & Feldman, D. C. (2005). Predictors of objective and subjective career success. A meta-analysis. *Personnel Psychology*, 58, 367–408.
- Ostroff, C. (1992). The relationship between satisfaction, attitudes, and performance: An organizational level analysis. *Journal of Applied Psychology*, 77, 963-974
- Oukes, T. (2010). *Innovative work behaviour: A case study at a tire manufacturer* (Bachelor Thesis). Business Administration University of Twente, Enschede, Netherlands.
- Panuwatwanich, K., Stewart, R. A., & Mohamed, S. (2009). Validation of an empirical model for innovation diffusion in Australian design firms. *Construction Innovation*, 9(4), 449-467.
- Panuwatwanich, K., Stewart, R. A., & Mohamed, S. (2008). The role of climate for innovation in enhancing business performance: The case of design firms. *Engineering, Construction and Architectural Management*, 15(5), 407-422.
- Park, J., Sohn, Y., & Ha, Y. (2016). South Korean salespersons' calling, job performance and organizational citizenship behavior: The mediating role of occupational self-efficacy. *Journal of Career Assessment*, 24, 415–428.
- Parker, S.K., Williams, H.M., & Turner, N. (2006). Modelling the antecedents of proactive behaviour at work. *Journal of Applied Psychology*, 91, 636-652.
- Peluchette, J. (1993). Subjective career success: The influence of individual difference, family, and organizational variables. *Journal of Vocational Behavior*, 43(2), 198–208.
- Ramamoorthy, N., Flood, P.C., Slattery, T., & Sardesai, R. (2005). Determinants of innovative work behavior: Development and test of an integrated model. *Creativity and Innovation Management*, 14(2), 142-150
- Rosso, B. D., Dekasb, K. H., & Wrzesniewskic, A. (2010). On the meaning of work: A theoretical integration and review. *Research in Organizational Behavior*, 30, 91–127.
- Rotter, J.B. (1954). *Social learning and clinical psychology*. Englewood Cliffs, NJ: Prentice-Hall.
- Sabuncuoğlu, Z. (2012). *Uygulamalı insan kaynakları yönetimi* (6. Baskı). İstanbul: Beta Yayınları.
- Sagas, M., & Cunningham, G.B. (2004). Treatment discrimination in college coaching: Its prevalence and impact on the career success of assistant basketball coaches. *International Sports Journal*, 8(1), 76-88.
- Sakal, Ö., & Yıldız, S. (2015). Relations of individualism and collectivism values and career anchors and career satisfaction. *Journal of Yasar University*, 10(40), 6612-6623.

- Sarros, J. C., Cooper, B. K., & Santora, J. C. (2008). Building a climate for innovation through transformational leadership and organizational culture. *Journal of Leadership & Organizational Studies*, 15(2), 145-158.
- Schein, E. H. (1975). How career anchor hold executives to their career paths. *Personnel*, 52, 11–24.
- Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of Management Journal*, 37(3), 580–607.
- Seibert, S.E., Kraimer, M.L., & Liden, R.C. (2001). A social capital theory of career success. *Academy of Management Journal*, 44, 219-237.
- Serva, M.A., Fuller, M.A., & Mayer, R.C. (2005). The reciprocal nature of trust: A longitudinal study of interacting teams. *Journal of Organizational Behavior*, 26(6), 625-648.
- Sherman, K. E., Kennedy, D. M., Woodard, M. S., & McComb, S. A. (2012). Examining the “Exchange” in leader-member exchange. *Journal of Leadership & Organizational Studies*, 19(4), 407-423.
- Souerwine, A. H. (1978). Career strategics: Planning for personal achievement. *Management Review*, 65, 55–62.
- Sparrow, R.T., & Liden, R.C. (2005). Two routes to influence: Integrating leader-member-exchange and network perspectives. *Administrative Science Quarterly*, 50(4), 505-535.
- Spurk, D., Abele, A.E., & Volmer, J. (2011). The career satisfaction scale: Longitudinal measurement invariance and latent growth analysis. *Journal of Occupational and Organizational Psychology*, 84, 315–332.
- Stoffers, J., & van der Heijden, B. (2009). Towards an HRM model predicting organizational performance by enhancing innovative work behavior: A study among Dutch SMEs in the province of Limburg. *Business Leadership Review*, 6(4), 1-13.
- Sudarmanto, D.P. (2009). *Kinerja dan pengembangan kompetensi SDM*. Yogyakarta: Pustaka Pelajar.
- Sudiro, A. (2012). *Perencanaan dan pengembangan karier dosen dengan menggunakan pendekatan proaktif dalam mengelola sumber daya manusia*, Pidato Pengukuhan Guru Besar, Universitas Brawijaya Malang.
- Thibaut, J. W., & Kelley, H. H. (1959). *The social psychology of groups*. New York, NY: Transaction Publishers.
- Thibodeaux, H.F., & Lower, R.H. (1996). Convergence of leader-member exchange and mentoring: An investigation of social influence patterns. *Journal of Social Behavior & Personality*, 11(1), 97-114.
- Uhl-Bien, M. (2006). Relational leadership theory: Exploring the social processes of leadership and organizing. *The Leadership Quarterly*, 17(6), 654-676.
- Van de Ven, A.H. (1986). Central problems in the management of innovation. *Management Science*, 32(5), 590–607.
- Wayne, S. J., Liden, R. C., Kraimer, M. L., & Graf, I. K. (1999). The role of human capital, motivation, and supervisor sponsorship to career success. *Journal of Organizational Behavior*, 20, 577-595.
- West, M. A., & Farr, J. L. (1989). Innovation at work: Psychological perspectives. *Social Behaviour*, 4(1), 15–30.

- Wickramasinghe, V., & Jayaweera, M. (2010). Impact of career plateau and supervisory support on career satisfaction: A study in offshore outsourced IT firms in Sri Lanka. *Career Development International*, 15(6), 544-561.
- Xerri, M. (2013). Workplace relationships and the innovative behavior of nursing employees: A social exchange perspective. *Asia Pacific Journal of Human Resources*, 51(1), 103-123.
- Yean, T.F., Johari, J., & Yahya, K.K. (2016). The mediating role of learning goal orientation in the relationship between work engagement and innovative work behavior. *International Review of Management and Marketing*, 6, 169-174.
- Yeoh, K.K., & Mahmood, R. (2013). The relationship between pro-innovation organizational climate, leader-member exchange and innovative work behavior: A study among the knowledge workers of the knowledge intensive business services in Malaysia. *Business Management Dynamics*, 2(8), 15-30.
- Yuan, F., & Woodman, R. W. (2010). Innovative behavior in the workplace: The role of performance and image outcome expectations. *Academy of Management Journal*, 53(2), 323–342.
- Yukl, G. (2002), *Leadership in organizations* (5th ed). Upper Saddle River, NJ, Prentice-Hall.
- Zhang, X., Li, N., & Harris, T. B. (2015). Putting non-work ties to work: The case of Guanxi in supervisor-subordinate relationships. *The Leadership Quarterly*, 26, 37-54.