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Transformational leadership and innovative work behaviour: The mediating role of knowledge sharing

Dönüşümsel liderlik ve yenilikçi iş davranışı: Bilgi paylaşımının aracı rolü

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ABSTRACT

This study investigates the function of knowledge sharing in the relationship between transformational leadership and innovative work behaviour. To fulfil this purpose, 287 questionnaires were collected from the employees of 4 and 5-star hotels operating in Turkey's Samsun province and were analysed with the help of SmartPLS3. According to the research results, transformational leadership (TL) positively affects innovative work behaviour (IWB), knowledge collecting (KC), and knowledge donating (KD). Additionally, KC positively impacts IWB. Besides, KC has a mediating effect on the relationship between TL and IWB. On the other hand, it was ended that KD does not have a fundamental effect on IWB. The results of the research offer significant implications for theory and practice.

ÖZET

Bu çalışma dönüşümsel liderlik ile yenilikçi iş davranışı ilişkisinde bilgi paylaşımının rolünü araştırmaktadır. Bu amaçla Türkiye'nin Samsun ilinde faaliyet gösteren 4 ve 5 yıldızlı otel işletmeleri çalışanlarından 287 anket toplanmış ve SmartPLS3 ile analiz edilmiştir. Araştırma sonucuna göre dönüşümsel liderlik yenilikçi iş davranışını, bilgi almayı ve bilgi bağışını olumlu etkilemektedir. İlaveten, bilgi alma yenilikçi iş davranışını olumlu etkilemektedir. Ayrıca, dönüşümsel liderlik yenilikçi iş davranışı arası ilişkide bilgi alma aracı etkiye sahiptir. Diğer taraftan bilgi bağışının yenilikçi iş davranışı üzerinde anlamlı bir etkisi yoktur. Araştırma sonuçları teori ve uygulama açısından önemli çıkarımlar sunmaktadır.

1. Introduction

Since the new knowledge economy came forth, innovation has gained more weight for service businesses. It is noticed that businesses that can maintain their competitive advantage, attract new customers and augment their product-service quality tend to be more innovative (Hu, 2009). Tourism businesses are faced with a resembling situation as well. Intense competition, changes in tourist expectations and demands rise the consequence of innovation for hotel businesses. Innovation delivers hotel businesses with a sustainable competitive advantage (Tajeddini, 2010). The fact that employees are innovative and creative is the main element for the growth and survival of the business (Isık & Aydın, 2016). In the meantime, this constitutes the basic condition of organizational innovation (Jung & Yoon, 2018). Also, it is of great moment in customer

purchasing decisions, increasing service quality and customer satisfaction. Compared to firm innovation, however, individual employee innovativeness attracted little concern, and the majority of the studies were conducted in the manufacturing sector (Li & Hsu, 2016).

Employees working in hotels have an important role in providing organizational innovation. Hotel workers constantly relation to customer by nature of their work and must have ability to dealing with customers changing demands and desire (Wang et al., 2014; Dhar, 2016). These organizations may improve service quality and performance by motivating their workers to generate and implement new ideas (Afsar et al., 2019). For that reason, hotel companies need a more creative workforce (Wang et al., 2014). Thus, employee service behaviour is related to customer satisfaction, loyalty and decision about

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whether they will stay loyal or switch to another service firm, and thus on organizational performance. Hence, hotel employees' ability to be innovative has contribute to succesful customer relationship (Slåtten & Mehmetoğlu, 2015). Therefore, understanding the components that affect the individual innovation levels of the employees is contemplated as significant in terms of the attainment and survival of hotel businesses.

In hotel businesses, there is also a need for a proper work environment climate for employees to develop innovative behaviour skills. At this point, some studies emphasize to the impact of leadership styles and organizational climate on employee innovation behaviour (Dhar, 2016). Despite what is proper leadership style for IWB is argued by various theories, previous studies more emphasize to the importance of TL. TL is seen as a leadership style that supports employees' collective interests and helps them achieve collective goals (Afsar et al., 2019). In parallel with this, Slåtten & Mehmetoğlu (2015) argues that transformational leaders in hotel businesses increase the tendency of employees to display innovative behaviour in the service provision process. According to Wang et al. (2014) TL could enhances creativity and innovative behaviour of hotel employees (Mittal & Dhar, 2016). Therefore, in this study, we expect that TL in hotels will increase the IWB of employees. TL within all leadership types has a constructive effect on employee behaviour, it has made the researchers exhibit more and more attention to the concept (Aryee et al., 2012). Transformational leaders foster employees to think distinctively, seek new achievements, and find new solutions to problems. They motivate the employees, enabling them to adopt innovative approaches in the workplace and to perform beyond expectations (Dzulkifli & Md.noor, 2011).

It is seen that the relationship between TL and IWB is not always the same. This situation requires that we explore the mediator variables (Choi et al., 2016). The earlier studies asserted that employee's IWB is largely based on knowledge sharing among colleagues (Hu et al., 2009; Hu, 2009; Kim & Lee, 2013) besides the leader's (Slatten & Mehmetoğlu, 2015; Dhar, 2016; Afsar et al., 2019) attitude towards employees. IWB requires service providing by displaying knowledge sharing behaviour according to customers' demands and changing preferences (Hallin & Marnburg, 2008). As stated by Hu et al. (2009) knowledge sharing among employees precondition of IWB in hotels. Previous research has revealed that knowledge sharing among hotel employees has a significant impact on their IWB skills (Hu et al., 2009; Isık & Aydın, 2016; Afsar et al., 2017; Vandavasi et al., 2019). Also, some researches reveal that leadership has positive effect on employee knowledge sharing behaviour in hotels (Yang, 2007; Chen & Chen, 2012). The positive impact of TL on knowledge sharing has been verified by studies conducted in various industry areas (Lin & Hsiao, 2014; Le & Lei, 2019). However, no study has investigated the effect of transformational leadership on innovative work behaviour in Turkey hotel context. Within this scope, in this study knowledge sharing was evaluated as the mediator variable. Knowledge sharing among employees in hotel businesses is manifested as the most crucial condition of individual innovation (Kim & Lee, 2013).

Typically, there is a dearth in the Turkey hospitality literature regarding the influence of the TL on the employees' IWB (Slatten & Mehmetoğlu, 2015; Afsar et al., 2019). Also there is no study investigating underlying mechanism in the relationship between TL and IWB. This study is an attempt to address this gap by investigating mediating effect of knowledge sharing (knowledge collecting and knowledge donating) in the relationship between TL and IWB in the Turkey hotel context. Consequently, this study will add to the existing literature and managerial practices in several ways. First, the main contribution of the present research is investigating the effect of the transformational leadership on the knowledge collecting and knowledge donating within the Turkey hotels. Second, this research introduces a positive expectation of the TL on the hotel employees IWB in Turkey hotels. Third, knowledge sharing fostering the employee IWB. Fourth, it presents knowledge sharing is mediating the TL and IWB relation. The findings of the study will guide managers who were constantly devoting their managerial and financial resources in promoting innovativeness of their employees.

The remainder of this study is planned as follows. After the literature review, the hypotheses were developed, and the methodology employed for this research was discussed. Afterward, analyses were carried out and results in relation to the hypotheses were assigned. In the last section, the findings were provided, and the theoretical and practical contributions and limitations of the research were furnished, and the research was concluded by making suggestions for future studies.

2. Literature Review

2.1. Transformational Leadership

Transformational leadership involves presenting a clear organizational vision, and thereby it is defined as motivational leadership that inspires employees and contributes to good outcomes for the organization. Transformational leaders build attachment among employees and try to understand the needs of employees and helping employees reach their potential (Slatten & Mehmetoğlu, 2015). Transformational leaders can channel their followers with whom they are in contact in achieving the targeted goals by analysing the existing potential for change within the organization and developing a vision (Bass, 1990; Doğan, 2007). On top of that, transformational leaders ensure coordination and cooperation within the organization by relying on his followers. This state results in high team strength, accordance, and morale. Thus, it affects the performance of the teams within the organizations positively (Wang et al., 2014).

Transformational leadership consists of 4 different but related behavioral dimensions: (1) intellectual stimulation effect, (2) charismatic or idealized effect, (3) inspirational motivation, and (4) individual interest (Slatten & Mehmetoğlu, 2015). With intellectual stimulation, the leader motivates the employees to let them perceive challenges and try new means to approach those (Bednall et al., 2018). Secondly, the idealized effect feature reveals that the leader acts as a charismatic role model, proffers a sense of power and confidence, makes uncommon decisions with great influence, and holds on to the values deeply (Masadeh et al., 2016). Next, an inspirational

motivation feature signals that the leader presents motivation and inspiration to its employees in achieving organizational goals (Birasnav, 2014). Lastly, the individual interest feature enables the leader to listen to the particular difficulties of the employees and to support the employees in meeting their individual needs (Mittal & Dhar, 2015).

It is possible to say that the concept of transformational leadership is among the themes of tourism researchers. In researches conducted on employees of hotel businesses, much effort was spent to explain TL by associating it with mostly social capital concepts (Celep & Ayhün, 2019), innovation, employee creativity and satisfaction (Mohamed, 2016), organizational health (Sandıkçı et al., 2015), innovative behaviour (Slatten & Mehmetoğlu, 2015), employee self-efficacy and creativity (Wang et al., 2014), organizational silence (Ünlüönen & Çatır, 2016), career satisfaction and leader-subordinate interaction (Avcı & Turunç, 2012), green organizational identity (Mittal & Dhar, 2016).

2.2. Innovative Work Behaviour

Innovative work behaviour equals to producing, accepting and implementing new ideas, processes, products and services (Choi et al., 2016). In other words, IWB is described as the canalization of all individual activities at any organizational level to the production, promotion, and application of helpful innovations (De Jong & Kemp, 2003), the demonstration of new and useful ideas, products, processes or methods in the work that the individuals perform within the group or organization they belong to (Kim & Lee, 2013; Radaelli et al., 2014).

The studies involving the IWB from past to present evaluate this concept in assorted dimensions. Scott & Bruce (1994) considered IWB as a multidimensional process. Referring to this work, Janssen (2000) states that IWB consists of three different behavioral tasks: generating ideas, supporting ideas and realizing ideas. De Jong & Kemp (2003) emphasize that IWB begins with opportunity/idea discovery and continues with the processes of developing ideas, finding support for the idea, and implementing the idea. Then the conducted studies take the results of these studies into account and deal with the innovative work behaviour multi-dimensionally (Janssen, 2005; De Jong & Den Hartog, 2007; Radaelli et al., 2014; Işık & Aydın, 2016).

In the process of discovering ideas, ways to improve existing products, services, or processes are sought, or alternative ways are deemed. The next suggested element of IWB is the idea generation. This process is related to the production of new products, services or processes, entrance into the new markets, growth in existing work processes, or solutions to identified problems (De Jong & Den Hartog, 2010). During the idea promotion phase, the individual establishes social relationships with the people around him and attempts to secure that the opinion of the individual is approved and that essential people support this idea (Işık & Aydın, 2016). Finally, the idea implementation process includes developing, testing and commercializing innovative thinking (De Jong & Kemp, 2003).

Innovative behaviour is major to the long-term win and competitive advantage of the hospitality industry (Kim & Lee,

2013). Innovative behaviour in this industry applies to the development of new products or services, customer service, process and business methods (Alzyoud et al., 2017). Creative employees are required to accomplish this advancement in the hotel industry (Hon, 2011). Because the personnel in contact with the customer have knowledge about the customer requests and needs, innovation in hotel businesses necessitates cooperation between these employees and the organization (Orfila-Sintes & Mattsson, 2009).

2.3. Knowledge Sharing

Knowledge sharing is delineated as an individual activity that includes giving knowledge or receiving knowledge to the one/s and creating new knowledge mutually (Abukhait et al., 2019). To put it differently, knowledge sharing is the process of exchange of knowledge and experience between individuals that helps others to furnish everyone with fresh and useful knowledge in achieving organizational and personal goals (Le & Lei, 2019). As for knowledge sharing, the knowledgeable person should be willing to share the experiences, techniques and thoughts with others corporally (Vandavasi et al., 2019).

Knowledge sharing is a culture of social change that incorporates the exchange of knowledge, experience, and abilities of the employee throughout the entire department or organization. An example of knowledge sharing could be that the individual may have a desire to actively communicate with colleagues (e.g. knowledge donating), and the individual can actively consult colleagues for knowledge (e.g. knowledge collecting) (Lin, 2007a). Kim & Lee (2013: 327) have defined knowledge sharing such as: "Knowledge collecting refers to consulting colleagues in order to get them to share their intellectual capital" while knowledge donating refers to communicating to others what one's personal intellectual capital is. That is, "knowledge collecting refers to individuals asking for advice from each other in order to obtain intellectual capital, while knowledge donating is the motivation of individuals to pass on their own intellectual capital to others". Knowledge sharing enhances the organizational value of individual knowledge. For this reason, knowledge sharing is critical for the success of knowledge management practices. Again, knowledge sharing is a prerequisite for the growth of innovation, organizational learning, and the development of individual skills and best practices (Kim & Lee, 2013). Knowledge sharing expands organizational productivity and ascertains that intellectual capital is retained in the business even if the employee quits the job (Lin, 2007b).

The proper literature displays that knowledge sharing behaviour in hospitality businesses is among the matters that are given emphasis by researchers. When these studies in question are examined, it may be noted that knowledge sharing behaviour in hotel businesses was explored with some variables such as team culture, innovative behaviour and service innovation performance (Hu et al., 2009; Molose & Ezeuduji, 2015; Hussain et al., 2016), leadership (Yang, 2007a, 2010; Afsar et al., 2019), intrinsic motivation (Kim & Lee, 2013), internal marketing (Chen & Cheng, 2012) and leader-member interaction (Hu et al., 2012).

Knowledge sharing in hotel businesses can take place in two ways, between peers or master-apprentice relationship. This may show up in formal or informal ways. Seminars for sharing experiences among organization members can be given as an example for formal knowledge sharing under the leadership of managers in many areas. Informal knowledge sharing is more flexible and diverse and may arise while chatting in the office environment and in the form of freely sharing ideas and experiences (Rao et al., 2018). Besides, in a study conducted on hospitality businesses in Taiwan, the researchers inferred that employees shared knowledge on operational and especially customer-related subjects - customer, product, customer complaints, problem-solving and situation assessment - rather than strategic cases. Also, another result of the study is that while lower-level employees shared knowledge on customer-related issues or the knowledge that can be categorized as gossip, managers shared knowledge on external environmental events - government policies, new trends of competitors, customer-related knowledge - with their colleagues at the same level (Yang & Wan, 2004). Another example is the Ritz Carlton Hotels. Employees of these hotels fill in a card with the customer containing customer knowledge at the initial encounter with the customer. Later, this knowledge is stored and distributed to all employees when the customer comes back. Thus, the satisfaction of each customer may be strengthened with personalized service, and changing customer demands can be met. What is more, the loss of knowledge within the business reduces the cost and decreases the personnel turnover rate (Kim & Lee, 2013).

2.4. Transformational Leadership and Innovative Work Behaviour

Transformational leadership is shown to be one of the most vital agents affecting the innovation performance of an organization (Le & Lei, 2019). Further, transformational leaders can intensify the employees' tendency to indicate innovative behaviour by creating an organizational climate that supports their employees. Such an organizational climate refines the individual abilities of employees and supports them in learning new ways of doing their work (Jaiswal & Dhar, 2015).

Slatten & Mehmetoğlu (2015) state that transformational leaders promote innovative behaviour with characteristics of idealized influence (charisma), inspirational motivation, intellectual stimulation, and individual interest. This view is backed by various studies. For instance, Choi et al. (2016) affirm that the transformational leader allows the employee to look beyond the visible and brings vision to the organization with intellectual stimulation, and this vision directs employees to be innovative and improve existing products and processes. With inspirational motivation, the leader demonstrates that he believes in the fact that his employees may perform and so he gives them confidence. The employees who are self-confident and aware of their capabilities can reflect all their abilities to work, and this situation can lead them to innovation (Reuvers et al., 2008). In other words, transformational leaders inspire the employees by combining the future of the employees with the future of the organization. Transformational leaders support them in demonstrating IWB by developing a strong

shared vision and sense of organizational belonging (Afsar et al., 2019). With its idealized effect (charismatic) aspect, the transformational leader exhibits appropriate behaviors to appear himself as a creative role model and safeguards the implementation of innovative changes (Jaiswal & Dhar, 2015). Lastly, the transformational leader attaches individual attention to employees and better understands the needs and desires of the employees. This aspect of the leader helps the employees with encouragement and appreciation for creativity (Bednall et al., 2018). Moreover, transformational leaders may guarantee the formation of a supportive climate such as self-efficacy, experience and creativity for innovative behaviour by taking the individual needs of employees into account (Le & Lei, 2019).

It is viewed that very few studies with regard to the tourism industry (Afsar et al., 2019; Slatten & Mehmetoğlu, 2015) have addressed the relationship between TL and innovative work behaviour. Slatten & Mehmetoğlu (2015) conducted some research on diverse tourism businesses including hotels, restaurants, cafes and travel agencies. This study has proved that TL affects innovative behaviour positively. Similarly, Afsar et al. (2019) carried out a study on 4 and 5-star hotel businesses in Pakistan, and their study endorses the relationship between TL and employee innovative work behaviour. Therefore, based on the discussion above, the following hypothesis is proposed:

H₁: There is a positive relationship between transformational leadership and innovative work behaviour.

2.5. Transformational Leadership and Knowledge Sharing

Discerned mostly as a source of power, advantage, and priority, the individual may not share this personal knowledge with others without any motivation due to the fear of losing this privilege. Therefore, the factors that facilitate knowledge sharing have attracted the consideration of researchers. One of the most vital of these elements is recognized as TL (Choi et al., 2016). Transformational leaders integrate their employees around a common goal so that they guide them to share knowledge. Therefore, they are more willing to share their knowledge that they have accumulated with others (Li et al., 2014). Over and above, the environment of mutual loyalty as well as the constructed respect and reliance by transformational leaders within the organization make it easier for employees to share their ideas (Afsar et al., 2019). This mutually generated trust constructs a commitment to common goals. In this way, employees trust each other more, and their tendency to share knowledge about work raises (Bednall et al., 2018).

Many studies ratify the direct and indirect impact of TL on knowledge sharing. To illustrate, according to Birasnav (2014), transformational leaders tell their employees that applying and understanding new technologies enables them to achieve both individual and organizational goals, and thus they inspire their employees. Transformational leaders motivate them to share knowledge by stating that this will be possible with knowledge sharing. Masadeh et al. (2016) put forward that transformational leaders supply a sense of mission and vision by focusing on the intellectual capital of employees and they create a favourable atmosphere for sharing knowledge with their practices by gaining the trust and respect of their

followers. In the same manner, Le & Lei (2019) underline that they, directly and indirectly, influence the employee's behaviour towards knowledge sharing through its encouraging impact on transformational leaders, fairness and employee trust. For that reason, based on the above discussions and related studies, the following hypotheses have been proposed:

H₂: There is a positive relationship between transformational leadership and knowledge collecting.

H₃: There is a positive relationship between transformational leadership and knowledge donating.

2.6. Knowledge Sharing and Innovative Work Behaviour

Knowledge sharing enables learning of new knowledge necessary for innovative work behaviour. Employees can heighten their learning and innovation skills by sharing their job-specific knowledge and experiences with their colleagues. Therefore, knowledge sharing is an influential supporter of innovative behaviour (Choi et al., 2016). Knowledge sharing helps the employee to better understand customer requests, needs, and preferences. With this knowledge, the employee may formulate new products, services, or work methods. Besides, knowledge sharing helps employees develop different perspectives and escorts them new ways of revealing ideas. Furthermore, knowledge sharing facilitates the capture and transmission of experiences among employees, which is especially prominent for less experienced employees who do not have respective knowledge. Knowledge sharing also helps team members to work together more effectively on creative tasks (Bednall et al., 2018). Knowledge sharing enables employees to earn critical thinking skills needed to transform their ideas into innovation (Abukhait et al., 2019). The ability of the individual to transfer and use knowledge affects his individual innovation level. For example, an increase in fast problem-solving ability, an increase in the ability to react quickly to new problems (Hawryszkiewicz & Chandran, 2019).

In some recently conducted studies in the context of the tourism sector, the relationship between knowledge management and knowledge sharing and innovation, modernism, innovative behaviour, and innovative service performance has been proven. For instance, Kim & Lee (2013) underscore that knowledge sharing is notable in the development of innovative practices aimed at increasing customer satisfaction in hotel businesses and in creating coordination and collective thinking for better service. Apart from this, Hallin & Marnburg (2008) suggest that hotel businesses may assist innovative behaviour by supporting knowledge sharing on customer demands and preferences and organizing their services according to this knowledge. Based on this view, the researchers suggest the hotel businesses should dwell on their employees. Alike, Hu et al. (2009) verbalize that if hotel businesses certainly know how best and how much knowledge can be shared, they may be able to improve their knowledge-sharing behaviour efforts and performance greatly that support innovative work behaviour. Yang & Wan (2004) propound that the knowledge sharing behaviors of the employees such as KC and donating triggered the innovation process and supported the implementation of new ideas. In addition to these studies, the associated literature depicts that

other studies are upholding the positive relationship between knowledge sharing and innovative behaviour in hotel businesses (Hu, 2009; Hu et al., 2012; Molose & Ezeuduji, 2015; Hussain et al., 2016; Işık & Aydın, 2016; Rao et al., 2018). For these reasons, we claim that by sharing knowledge, employees learn new knowledge and this knowledge will help them demonstrate innovative work behaviour in the future. In this context, the following hypotheses are suggested:

H₄: There is a positive relationship between knowledge collecting and innovative work behaviour.

H₅: There is a positive relationship between knowledge donating and innovative work behaviour.

2.7. The Mediating Role of Knowledge Sharing

Transformational leaders establish that an atmosphere of trust is formed, which is essential for employees to share knowledge. They, thus, support knowledge sharing. Knowledge sharing is considered the most noteworthy precursor of innovative work behaviour, as it enables the development of individual talents. On the other hand, a collective vision is needed for knowledge sharing. The transformational leader indirectly supports IWB by providing this partnership. At this point, the transformational leader multiplies the intrinsic motivation of the employee for knowledge sharing and supports their experience development. Hence, the innovative behaviour of the employee is affected by both TL and knowledge sharing. TL promotes employees to share knowledge by increasing their skills and knowledge sharing also facilitates innovative behaviour (Choi et al., 2016).

It is also a fact that the achievement of knowledge sharing depends on employees' willingness to share knowledge, yet employees may often view a negative attitude towards this sharing because of the fear of losing their knowledge (Bartol & Srivastava, 2002; Bock et al., 2005; Monica Hu et al., 2009). TL can play a convincing role in overcoming this challenge. TL may set up an atmosphere of openness, cooperation and trust among employees to positively support greater sharing of basic knowledge and resources, which are prime and considerable in increasing the innovation capability of the firm (Le & Lei, 2019).

It may be inferred that the mechanism and empirical evidence on how knowledge sharing mediates the relationship between TL and innovative behaviour is insufficient. The essential literature conveys that very few studies have investigated this relationship. For example, Le & Lei (2019) performed a study on employees in accounting, operations, marketing and sales units in businesses in China. This study backs up the positive mediator role of knowledge sharing in the impact of TL on product and process innovation. Another study (Choi et al., 2016) carried out on Korean manufacturing industry employees allows evidence as regards with the positive mediator role of knowledge sharing in the relationship between TL and innovative behaviour. In this context, in the light of corresponding studies and evidence, the following hypotheses are suggested in this study.

H₆: Knowledge collecting positively mediates the relationship between transformational leadership and innovative work behaviour.

H₇: Knowledge donating positively mediates the relationship between transformational leadership and innovative work behaviour.

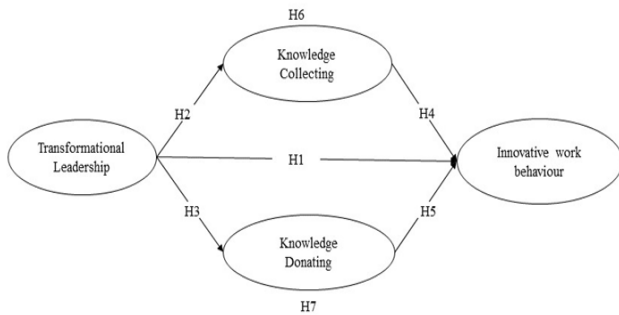


Figure 1. Conceptual Model

3. Methodology

3.1. Sample and Procedure

In this study, the data were obtained through a questionnaire from 4 and 5-star hotels operating in Turkey’s Samsun. According to the data of Samsun Provincial Directorate of Culture and Tourism, there are 3 five-star and 6 four-star hospitality businesses in Samsun as of 2020. These businesses have a capacity of 1011 rooms. The number of employees per room in Turkey is 0.70 (Ağaoğlu, 1992: 114). In this context, the calculation of the number of personnel in Samsun province according to the number of rooms was conducted, and the number of 708 personnel obtained was accepted as the population. There are many formulas concerning the calculation of the sample size in the literature (Karasar, 1999; Yamane, 2001; Sekaran, 2003). According to the sampling calculation formula for the finite population developed by Sekaran (2003: 294), if the population size is 708 in this study, the sample size of 248 is considered to be sufficient. In this framework, the data were collected by the convenience sampling method until the determined sample number obtained. 293 questionnaires were reached within the scope of the research. However, 6 questionnaires were determined to be at the extreme values and these questionnaires were excluded from the analysis. Consequently, 287 valid questionnaires were achieved.

3.2. Measures

The following three constructs are intended to be measured in this study: knowledge sharing, IWB and transformational leadership. All constructs are consisted of multi-items and were evaluated with a 5-point Likert scale (see Appendix 1). The knowledge sharing scale consists of 10 items and 2 dimensions: KD and KC. This scale was taken from the study by Ayazlar (2012). Originally developed by Van Den Hooff & Ridder (2004), the scale was also previously used by Lin (2007b). The scale of knowledge sharing refers to the knowledge sharing tendencies of hotel employees with each other related to business. Secondly, the IWB scale consists of 9 items and one dimension. It was taken from a study by Ceylan & Özbal (2005). This scale mentions what kind of innovative actions and practices employees have regarding work. The scale developed

by Scott & Bruce, (1994) was also then employed by Janssen (2000). On the other side, the TL scale consists of 7 items and one dimension. This scale was retrieved from a study by Carless et al. (2000). This scale, which involves the short form of the global TL scale, is about how the employees perceive the TL characteristics related to their manager. Since the original version of this scale is in English and it was applied to hotels in Turkey, the translation-back-translation process suggested by Brislin (1970) was implemented. All items of the scale were translated into Turkish by two independent bilingual individuals and then were back-translated into English to offer semantic equivalence. It was decided that the Turkish version of the scale was appropriate for use after the reversed version and the original version of the scale was compared by an independent researcher.

3.3. Data Analyses

Pre-test (n=50) was conducted with 50 hotel employees to evaluate inter-item reliability and comprehensibility of the scale. In all dimensions of the scale, the Cronbach alpha value was found to be above the threshold value of 0.70. The obtained results denoted that the scale was acceptable in terms of structure and content (Nunnally, 1978).

Partial Least Squares Structural Equation (PLS-SEM) method was used in testing the research model. PLS-SEM can produce good results in studies with small sample sizes. Additionally, it may carry out quite robust model estimates in the analysis of normally distributed data as well as data with the normal distribution. This study does not provide the assumption of univariate normality. It is explorative, and the sample size is not very large (n = 287). For this reason, PLS-SEM was preferred to test the research model. This method proposes a two-stage analysis process that includes the measurement model and the evaluation of the structural model (Hair et al., 2017).

4. Results

4.1. Descriptive Statistics

Demographic characteristics of the participants in this study; 64.5% of are male, 73.9% are 35 years old or younger. Certainly, 35% of the participants are high school graduates. This is followed by undergraduate and associate degree graduates with 28.6% and 23.7%, respectively. Most of the participants work in the front office (27.9%), housekeeping (12.5%) and food and beverage (31.4%) departments. The rate of employees in executive positions is 17.8%. 39.4% of the hotel employees included in the research have 1 to 5 years of experience in the tourism sector while 24.7% of hotel employees have a professional experience of 6 to 10 years and 17.8% have less than 1 year of experience.

4.2. Measurement Model Assessment

In the evaluation of the measurement model, the method suggested by Hair et al., (2017) was followed and accordingly, internal consistency, convergent validity and divergent validity values were calculated. Table 1 demonstrates the relevant results. According to the table, factor load values in all items are

above the recommended threshold value of 0.70. Items below this value (IWB1, IWB2, IWB3 and KC6) were removed. In other aspects, being close to this value, IWB8 (0.675) and KC5 (0.678) were not excluded from the analysis because they did not reinforce the composite reliability and average variance explained (AVE) value (Hair et al., 2017). Cronbach's alpha and composite reliability (CR) values for all scales are above the recommended limit value of 0.70. These results indicate that the scales are acceptable in terms of internal consistency (Nunnally, 1978; Hair et al., 2010). Likewise, the AVE values for all scales is above 0.50. Therefore, the current model meets the convergent validity conditions (Fornell & Larcker, 1981).

Table 1. Measurement Model Results

Construct	Item	Loadings	t-value	α	rho (Pa)	CR	AVE
Knowledge Collecting							
	KC1	0.823	40.237*	0.841	0.848	0.888	0.614
	KC2	0.843	37.340*				
	KC3	0.808	30.678*				
	KC4	0.755	24.672*				
	KC5	0.678	19.131*				
Knowledge Donating							
	KD7	0.783	23.699*	0.788	0.794	0.862	0.610
	KD8	0.814	32.653*				
	KD9	0.769	23.045*				
	KD10	0.757	20.928*				
Innovative Work Behaviour							
	IWB4	0.711	20.661*	0.818	0.819	0.868	0.523
	IWB5	0.726	22.153*				
	IWB6	0.760	20.594*				
	IWB7	0.715	18.832*				
	IWB8	0.675	16.662*				
	IWB9	0.750	22.842*				
Transformational Leadership							
	TL1	0.792	39.004*	0.895	0.902	0.917	0.613
	TL2	0.824	43.695*				
	TL3	0.814	30.721*				
	TL4	0.805	30.070*				
	TL5	0.743	21.262*				
	TL6	0.786	34.428*				
	TL7	0.709	18.853*				

Note: rho (Pa) = Dijstra-Henseler indicator; AVE = Average Variance Extracted; CR = Composite Reliability; α = Cronbach's Alpha; * $p < 0.001$

Heterotrait-Monotrait Ratio (HTMT) criteria was taken into account for the test of divergent validity. According to this, the square root of AVE values for latent variables must be higher than the endogenous correlation values (Henseler et al., 2015; Henseler et al., 2016). In order to establish discriminant validity, Heterotrait-Monotrait Ratio (HTMT) criteria was taken into account. Two different thresholds of 0.85 and 0.9 for HTMT criterion to establish discriminant validity (Henseler et al., 2015). The current study exhibits that discriminant validity has been established since all results of the HTMT.85 criterion (Table 3) are below the critical value of 0.85.

SRMR value was found to be 0.07. This value is below the recommended limit value of 0.10 or 0.08. Therefore, the proposed model fits the data good (Hu & Bentler, 1998).

Table 2. The Heterotrait-Monotrait Ratio of Correlations (HTMT)

Constructs	1	2	3	4
Innovative Work Behaviour				
Knowledge Collecting	0.659			
Knowledge Donating	0.620	0.638		
Transformational Leadership	0.716	0.516	0.630	

In this study, AVE was evaluated with Harman's single factor test. In this technique, all variables are subjected to non-cyclic factor analysis with exploratory factor analysis. If a general factor that comes out explains a large part of the variance, this refers to AVE (Podsakoff et al., 2003: 879). The only factor formed according to the test result failed to explain most of the variance (36%). Hence, it is clarified that the scale has no common method bias (Malhotra et al., 2006).

4.3. Structural Model and Hypothesis Testing

When evaluating the structural model and hypotheses, the suggestions by Hair et al., (2017) have been taken into consideration, and the path coefficient, variance inflation factor (VIF), explained variance (R²), the predictive fit of the model (Q²) and effect size (f²) values have been researched. VIF values for knowledge collecting, KD and TL were found to be 1.457, 1.619 and 1.504, respectively. The VIF values are below the recommended threshold of 3.3. Thus, it may be understood that there is no multi-linear connection problem (Kock, 2015). Furthermore, R² values for innovative work behaviour, knowledge collecting, and KD were found to be 0.484, 0.211 and 0.291, respectively. In addition, the value of Stone-Geisser (Q²) was found as 0.246, 0.125 and 0.172 for innovative work behaviour, KC and knowledge donating, respectively. R² values for IWB and knowledge sharing were calculated as 0.370 and 0.290, respectively. This value evidence that the ratio of TL both in explaining knowledge sharing behaviour and explaining IWB was found to be moderate (Hair et al., 2017). The predictive fit value of the model is higher than 0 (Q² > 0).

The bootstrapping method was utilized for hypothesis testing. The pertinent results are presented in Table 5. According to the results, TL significantly and positively affects IWB ($\beta=0.420$, $p < 0.05$, $f^2=0.227$), KC ($\beta=0.460$, $p < 0.05$, $f^2=0.268$) and KD ($\beta=0.539$, $p < 0.05$, $f^2=0.409$). Thereby, H1, H2 and H3 hypotheses were accepted. Moreover, KC has a positive and significant effect on IWB ($\beta=0.291$, $p < 0.05$, $f^2=0.112$). Accordingly, the H4 hypothesis was accepted. While there is a significant effect of KD on IWB at the 0.10 level, there is no significant effect at the 0.05 level ($\beta=0.125$, $p < 0.10$, $f^2=0.019$). This result highlights that the H5 hypothesis is rejected.

To test the mediating effect of knowledge sharing, suggestions by Hair et al. (2017) for PLS-SEM were taken into consideration. Accordingly, in the first stage, bootstrap was first run without an agent, and the significance of the direct effect was explored (See Fig. 2). In the second step, mediating variables were added to the model and re-analysed. It was realized that the effect of TL on IWB is significant in the first stage ($\beta=0.623$, $p < 0.05$, $f^2=0.506$). According to the results of the analysis in the second stage performed by adding the

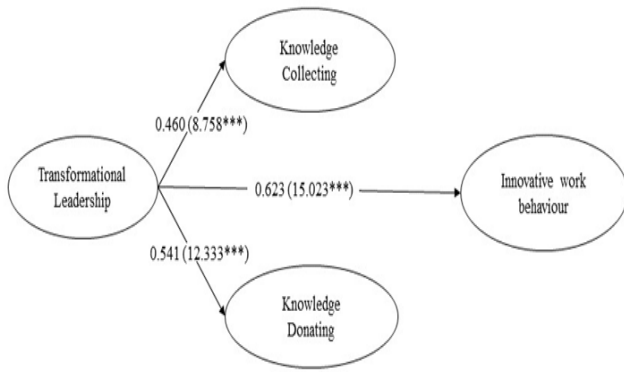
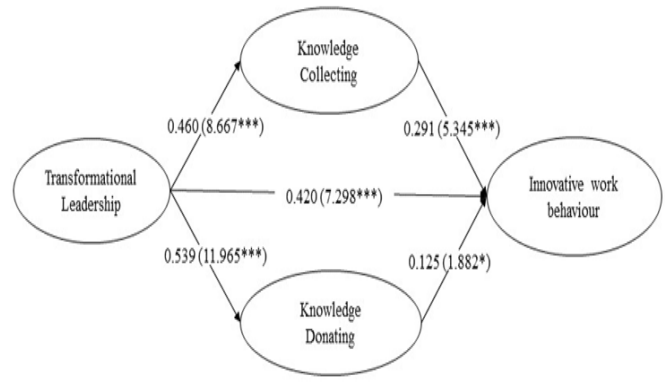


Figure 2. Model 1 Results

mediating variables, KC and knowledge donating, whether the indirect effect was significant or not were assessed (See Fig. 3). This result specifies that the indirect effect result is significant for KC ($\beta=0.134$, $p<0.05$). On the contrary, the indirect effect result for KD is 0.05, and so it is insignificant ($\beta=0.067$, $p>0.05$). It signifies that there is a mediating effect for KC whereas there is no mediating effect for knowledge donating. For that reason, while the H6 hypothesis was accepted, the H7 hypothesis was rejected. To determine the strength of the mediation, the Variance Accounted For (VAF) value was checked. It is denoted that if this value is below 0.20, it does not mediate. However, if it is between 0.20 and 0.80, then there is a partial mediating effect. While if it is higher than 0.80, it explains the full mediation effect. In this study, VAF value was found to be 0.24 for KC and 0.14 for knowledge donating. According to this result, it may be uttered that while KC has a partial mediating role in the relationship between TL and innovative work behaviour, KD has no mediating effect.

5. Discussion and Conclusion

This study intends to investigate the relationship between TL and IWB and the mediating role of knowledge sharing (KC and KD) in this relationship. For this purpose, a two-stage process was followed, and in the first stage, the direct (unmediated) effect of TL on IWB was tested. In the second



*** $p<0.001$; * $p<0.10$

Figure 3. Model 2 Results

stage, mediator variables, KC and KD, were added in the model, and the mediating role of TL on innovative behaviour was analysed.

According to the findings obtained from the research, by supporting employees to get knowledge from each other, transformational leaders assure that the innovative talents of the employees emerge. This outcome hints that the tendency of those working under the transformational leader to collect knowledge from each other will widen, and as a result of that they will be able to demonstrate IWB (Mittal & Dhar, 2015; Afsar et al., 2019). The results of empirical studies carried out in various sectors are also in support of these consequences (Choi et al., 2016; Le & Lei, 2019). Yet, TL studies in the tourism industry were not associated with knowledge sharing and IWB from a holistic perspective. Suggesting a model, this study argues that the effect of TL on KC and KD can lead to innovation, and thus it attempts to make a contribution by bridging this gap in the literature. Although, few studies investigate the impact of TL on IWB of hotel employees (Slatten & Mehmetoğlu, 2015; Afsar et al., 2019) no study has been done to explore the variables that mediate the relationship between TL and innovative behaviour in Turkey hotels. Therefore, the current study contributes to both leadership and innovation research in tourism literature by testing the mediating mechanisms by which TL ultimately effect innovative behaviour.

Table 5. Hypothesis Testing Results (n=287)

Hypotheses: Paths	Path Coefficients	t-values	Confidence Intervals-Bias Corrected	Effect Size	Support
H ₁ Transformational Leadership-> Innovative Work Behaviour	0.420	7.298***	[0.305,0.531]	f ² =0.227	Yes
H ₂ Transformational Leadership -> Knowledge Collecting	0.460	8.667***	[0.347,0.551]	f ² =0.268	Yes
H ₃ Transformational Leadership -> Knowledge Donating	0.539	11.965***	[0.445,0.619]	f ² =0.409	Yes
H ₄ Knowledge Collecting -> Innovative Work Behaviour	0.291	5.345***	[0.184, 0.401]	f ² =0.112	Yes
H ₅ Knowledge Donating -> Innovative Work Behaviour	0.125	1.882*	[-0.014, 0.250]	f ² =0.019	No
H ₆ Transformational Leadership -> Knowledge Collecting -> Innovative Work Behaviour	0.134	4.168***	[0.078,0.203]	VAF=0.138	Yes
H ₇ Transformational Leadership -> Knowledge Donating -> Innovative Work Behaviour	0.067	1.819*	[-0.007,0.141]	VAF=0.241	No

Notes: Critical t- values. *1.65 (p<0.10); **1.96 (p<0.05); ***2.57 (p<0.01); VAF denotes variance accounted for.

Additionally, research findings are also consistent with the results of previous studies (Slatten & Mehmetoğlu, 2015; Afsar et al., 2019) in terms of demonstrating the positive role of TL in increasing the IWB skills of employees in hotel businesses. This result evinces the eminence of TL skills among hotel business employees concerning the exhibition of work-related innovative behaviors. Moreover, few studies in the tourism literature inquire the direct impact of TL on IWB on hotel business employees (Slatten & Mehmetoğlu, 2015; Afsar et al., 2019). Also, among various leadership styles, research on effectiveness of TL in Turkey context is still very limited. Therefore, this research intends to make an acclaimed contribution to the current literature by allowing related parties to perceive a deeper understanding of both TL and innovative work behaviour.

Another result achieved from the research is that KC from another employee has a grave role in the development of employee's innovative work behaviour. The important point here is that employees collectively obtain new knowledge by replacing the existing knowledge with the new knowledge they have obtained mutually. Consequently, they may reveal innovative behaviour (Magnini, 2008; Hu et al., 2009). However, unlike other studies in the literature, (Kim & Lee, 2013) state that KD behaviour of employees does not play a valuable role in their ability to demonstrate innovative work behaviour. The reluctance of the individual to donate knowledge may have caused this result. In fact, employees who consider knowledge as power may desire to disguise the knowledge or maybe concerned about losing their promotion opportunity and their status. Oftentimes, they may consider their knowledge very valuable. Such reasons may be perceived as costs by employees (Bock et al., 2005). For example, a restaurant's chef may not wish to give the secret recipe or share some of his knowledge (Hu et al., 2009). This situation also leads to another unexpected result that the research tries to answer. Accordingly, KD behaviour does not have any role in the relationship between TL and innovative work behaviour.

Another result is that TL positively affects the behaviour of hotel business employees both in KC and KD. This result is parallel to the results of previous studies conducted outside the tourism sector (Lin & Hsiao, 2014; Le & Lei, 2019). On the other hand, there is no study investigating the direct impact of TL on knowledge sharing in the tourism sector. Hence, as this research is the primary to conduct an investigation into the direct effect of TL on knowledge sharing, it makes a leading contribution to the literature.

Finally, this study demonstrates the standing of TL in knowledge sharing. On the other hand, elements such as team culture (Hu et al., 2009), interpersonal cooperation and flow (Lin & Joe, 2012), organizational culture (Yang, 2007), attitude towards sharing (Yang, 2008), organizational justice (Kim & Park, 2017) influence knowledge sharing. Therefore, when the researchers are planning their future studies, they should consider other leadership styles and these aspects along with transformational leadership.

This study renders a better understanding of the relationship between transformational leadership, knowledge sharing and innovative work behaviour. For that reason, it may be esteemed as a reference source for the hotel managers in Turkey because it

demonstrates that it will contribute to the development of IWB of employees through transformational leaders and knowledge sharing. Therefore, the results of the research offer practical implications for hotel businesses. The first is that innovation and creativity are closely related. Innovation is implementing of creative ideas. Thus, to develop innovative work behaviour hotel organizations must promote creative behaviour among employees (Jaiswal & Dhar, 2015). In other words, hotel managers should develop TL skills in order to get innovative outcomes in a hotel. Also, study reveals the merit of TL on IWB for hotel businesses, both directly and indirectly through knowledge collecting. Therefore, managers should demonstrate all aspects of TL to stimulate the employees to share knowledge and become innovative (Bednall et al., 2018). At this point, it may be inspired that hotel business managers should pay personal attention to their employees, take care of their needs, and bestow them with intellectual support (Afsar et al., 2019). In this way, managers can create a climate of cooperation and trust within the organization and remove the obstacles to knowledge sharing. As a result of that, the individual innovation skills of employees are supported (Le & Lei, 2019). Secondly, according to the results of the research, the employee may display IWB with the new knowledge attained from another colleague. Therefore, hotel businesses should strengthen the interaction within and among departments. To achieve it, hotel businesses may strive to create an organizational climate that allows sharing (Mohammadi & Boroumand, 2016). The next is that the hospitality business managers should be aware of the impact of leadership style they have on the IWB of employees. Managers should be aware of the beneficial impact of TL on knowledge sharing and individual innovation and should strive to acquire TL traits. At this point, one of the requisite steps is that they may get feedback from the employees as to how they evaluate the leadership styles of managers. By conducting a survey, they can learn how and which characteristics of the transformational leader they regard (Slatten & Mehmetoğlu, 2015). The last is that managers should develop participatory and interactive individual relationships with the employees and meet their needs. The managers should demonstrate a shared vision for the future, yield feedback to achieve this vision, and motivate their employees (Nusair et al., 2012). In this way, knowledge sharing between employees is prompted and their innovation skills can be prospered.

This research has certain number of limitations. One of the possible limitations of this research is that this study covers only four and five-star hotels in Samsun province of Turkey, which is one of the developing countries. Therefore, future studies should expound the same phenomenon by taking into account the hotel businesses in developed countries. Second, this study was performed only in hotel businesses. The tourism industry also includes other industries such as food and beverage, transportation, recreation. It is suggested that future studies should design their studies by taking this question into consideration. Third, this study is cross-sectional and based on quantitative data. It is possible that if future studies are carried out by longitudinal and mixed methods, the results of the present study may be further expanded. Finally, a self-report type questionnaire was used in this study while measuring innovative work behaviour. Some researchers state

that researchers may be biased while evaluating themselves on the self-report type questionnaire (Choi et al., 2016). Therefore, it is recommended that when future studies measure innovative work, the opinions of different sources such as managers should be consulted. Because this advances the reliability of experimental results.

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