

## A RESEARCH ON THE ROLE OF LEADER MEMBER EXCHANGE IN THE RELATIONSHIP OF EMPLOYEE VOICE AND INNOVATIVE WORK BEHAVIOR

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### ABSTRACT

**Purpose-** The purpose of this research is to examine the employee voice and the leader-member exchange and their effects on innovative work behavior to provide an in-depth understanding of innovative work behavior in organizations.

**Methodology-** 579 articles were reached by scanning the words "Innovative Work Behavior", "Employee Voice" and "Lead Member Exchange" in the articles published between 2010 and 2021 in the Web of Science database, and bibliometric analysis was performed on these articles. VOSviewer program was used for bibliometric analysis and interpreted after visualization.

**Findings-** Each variable has been addressed by the researchers in its own literature, but the relationship between these variables has not been adequately addressed.

**Conclusion-** Without the voice of the employee, it is not possible to talk about innovative business behavior, nor can we talk about leader member change. Today, businesses connect with their environment with an open system. For this reason, environments where innovative business behavior can develop depend on the participation of employee voice and necessary leadership practices. This research draws attention to the role of leader member interaction in the relationship between employee voice and innovative work behavior, identifies and reports that variables need to be tested.

**Keywords:** Innovative work behavior, employee voice, leader member exchange, innovation, bibliometric analysis

**JEL Codes:** O30, M10, M54

### 1. INTRODUCTION

While doing their job, employees may make various observations about the organization, perceive various opportunities to improve the organization and have ideas on strategic issues, but may not express these because they are afraid to communicate with their superiors or for different reasons. In today's globalizing and competitive business world, it is clear how much businesses need innovation, innovative ideas and innovative business behavior. According to Çevik Tekin and Akgemci (2019: 1678), innovative behaviors that will develop in a dynamic business environment are of vital importance for the effectiveness of organizational processes and the success of the organization, as well as helping to overcome various problems and providing competitive advantage. Innovative work behavior will emerge more easily in organizations where employees can freely express their ideas, concerns and suggestions. Employee voice allows the organization to gather creative ideas and new perspectives from employees and increases the possibility of innovation. Listening to business insights enables managers to identify problems, opportunities and solutions early and paves the way for innovation (Fairbank and Williams, 2001; Grant, 2013; Van Dyne, Ang and Botero, 2003 cited in Della Torre et al., 2021: 763).

It is expected that the communication and interaction of the leader with his subordinates will have an important role in the emergence of innovative work behavior by turning the silence of the employee into a voice. Employees will express ideas and innovation proposals that will be beneficial to the organization when they know that their leaders will value and support their ideas, and when they can trust their leaders. When they receive support from the organization and the leader, they will engage in innovative work behavior.

In this study, it is aimed to examine the relations between employee voice and innovative work behavior with both quantitative and qualitative methods and approaches, and the mediating effects of leader member exchange, which increases, directs and encourages employee participation, on these variables. When the literature is examined, there are studies on innovative work behavior and positive organizational variables such as organizational identification, organizational justice, organizational learning, organizational innovation, organizational commitment, organizational climate, perception of organizational support, organizational memory, organizational citizenship, organizational identification, organizational culture. No studies have been found on the relationship between innovative work behavior and employee voice. There are no studies dealing with the effect of leader member change on the relationship of these variables. However, Leader member exchange is thought to be an effective mechanism for employees to express their ideas and exhibit innovative work behavior in order to make organizational, process or product innovations in the company.

Employee voice, Leader member exchange and innovativework behavior are very important as they are concepts that affect each other. For this reason, first of all, literature review related to these concepts was made. Then, a bibliometric research was conducted for the concepts of "Innovative Work Behavior", "Employee Voice" and "Leader Member Exchange" in articles published in the Web of Science database between 2010-2021.

## **2. LITERATURE REVIEW**

### **2.1. Innovative Work Behavior**

Modern organizations face multifaceted challenges in the dynamic business environment with the globalization, digitalization and acceleration of technological developments; in order to adapt to change, they need to be more innovative than before. Innovative business behavior is essential for organizations to survive and grow in the current era of struggle (Jung et al., 2003; Tierney et al., 1999 cited in Khan et al., 2021: 17; Kaymakçı and Görener, 2019: 105; Nart, 2019: 12). Cohen and Levinthal (1990) stated that in acquiring the innovation capacity of an enterprise; recognizing and realizing new values, obtaining new information that will provide innovation, adaptation to business and application to commercial outputs are important factors (Akkoç et al., 2011: 87). Innovative work behavior is the main element in revealing innovative outputs in businesses (De Jong and Den Hartog 2010; Kanter 1988; Oldham and Cummings 1996; West and Farr 1989; De Spiegelaere et al. 2014 cited in Kale, 2019: 145).

Innovative work behavior includes searching for opportunities and generating new ideas within the scope of creativity-oriented behavior. But it differs from employee creativity, which focuses on the discovery and generation of ideas. It may also include practice-oriented behaviors to implement change, apply new knowledge, or improve processes to improve personal and/or work performance. Unlike creativity, it has a clearer application component and is expected to produce some kind of innovative output and benefit (De Jong and Den Hartog, 2007 cited in Afsar et al., 2014: 1273). Individuals can be innovative in the workplace by inventing new ways to do their jobs, generating new procedures and innovative ideas, and reconfiguring familiar approaches into new alternatives. Scott and Bruce (1994) define innovative work behavior as a complex behavior that consists of generating, introducing or implementing new suitable ideas, processes and solutions. Frese et al.'s (1996) concept of personal initiative has a similar focus, defined as self-initiated, proactive and persistent behavior. Since innovation processes are characterized by discontinuous activities, individuals can be expected to be involved in any combination of these behaviors at any time. Individual innovative work behavior begins with problem recognition and generation of new or adopted ideas or solutions. Then, individuals seek sponsors for an idea and try to realize and implement it (Ma Prieto and Pérez-Santana, 2014: 189-190).

Today's environment of uncertainty creates various opportunities and threats for organizations. Managers and leaders should be aware of the need to innovate in order to take advantage of these opportunities and protect themselves from threats (Zengin and Kaygın, 2019: 906). The role of leaders in motivating employees to innovate in intensive knowledge-based work environments has drawn the attention of researchers and practitioners (Afsar et al., 2014: 1270). The existence of innovative work behavior in modern organizations is mostly attributed to effective leadership (Khan et al., 2021: 17-18). Innovation is seen as a process, a resource in which all employees participate. Therefore, they can be involved in proposing and developing innovative ideas. Employee commitment is required to meet this requirement. Because innovation takes time. It is assumed that there is more potential for the creation of innovative ideas as more employee involvement creates greater diversity. In this context, the importance of communication and leadership emerge; it is very necessary in overcoming fear, increasing motivation and developing shared visions (Gode et al., 2019: 264). The support of management and leadership provides a sense of participation and contribution among employees, which is necessary for the emergence of creative ideas, discovery of new opportunities and action. Because managers and leaders often have more knowledge and skills than employees, they can serve as effective sources of information for innovation (Calantone et al., 2002; Madjar, 2005; Shalley et al., 2004 cited in Ma Prieto and Pérez-Santana, 2014: 190). For this reason, in organizations where leader-member exchange is high, it is expected that the employees will feel safe, the voice of the employees will be higher, and this will be reflected in their innovative work behaviors.

## **2.2. Employee Voice**

Difficult, troubled, economic times of crisis are the times when new ideas and positive behaviors are most valuable. It is ironic that these times lead to reduced employee engagement, less organizational learning, less innovation, and less receptivity to change. There is a need to examine the organizational context in which voice and silence develop (Schlosser and Zolin, 2012: 555-556).

Voice refers to outward-directed interpersonal communication in which employees can proactively pass on to the organization their suggestions, concerns, knowledge or ideas, work, and constructive comments to improve the organization's status quo. It can be seen as an act of emphasizing difficulties in the working situation with the intention of improving it. It refers to a behavior with target audiences such as conveying necessary information, being pro-social in various forms, informing the person responsible for a particular issue, communicating it to the members of the organization, which can manifest itself as participation in complaints, whistleblowing, informal complaints and productive suggestions (Yao et al., 2020: 546; Jha et al., 2019: 700; Breevaart et al., 2020: 206; Ashiru et al., 2021: 3; Soomro et al., 2021: 286; Emelifeonwu and Valk, 2018: 228). Silence reduces employee participation and affects important organizational behaviors, creates employee dissatisfaction, lowers their potential, causes job dissatisfaction and creates pressure. The key feature that distinguishes silence and voice is not whether there is speech, but motivation to express ideas, information and opinions about business improvements (Schlosser and Zolin, 2012: 556-557).

Voice behavior plays a critical role in organizations in a dynamic and innovative business environment, as it includes proactive behavior. The employee's calling out to the leader may involve difficulties. The quality of the employee's relationship with the leaders in the workplace strongly influences the vocal behavior of the employees (Song et al., 2017: 442). Employee voice means employee participation, democracy, justice, freedom, trust, commitment, loyalty, and effort. In this respect, human resource management and strategic management can also affect competitive advantage. Thanks to the voice of the employee, it is also important that the employees have some freedoms within the organization. It refers to economic freedom, social freedom, protective freedom and political freedom. In this context, employees' ability to express the freedom they enjoy while doing what they think is ethically right with their value judgments expresses employee abilities. Administrative skills include benefiting from the voice and freedom of employees (economic, social, political, etc. areas of freedom) (Kulkarni, 2010: 443-447). Variables that can potentially affect employee freedoms, such as the amount of knowledge they have about the formal and informal voice, are important for innovation. Organizations should leverage positive employee voice to contribute to innovation. For this, some psychological prerequisites must be met so that the employee can participate effectively. For example, the existence of elements such as perceptions of justice, positive perceptions, and psychological security are important. Positive perceptions of well-being contribute to a highly positive job outcome, with opportunities for psychological empowerment that reflects their sense of meaningfulness, their sense of fulfillment of important tasks, their empowerment to make decisions, their self-determination, and their competence to perform various tasks.

According to Planned Behavior Theory (TPB) (Ajzen, 1991), voice is a voluntary but planned behavior that can be explained by controllable components, such as voice, an attitude, a normative belief, as employees plan and choose between silence and voice. Employee uses voice when voicing their opinion, its purpose is to evaluate the benefits against the associated costs of voicing. When they feel that the vocalization may lead to conflict, they remain silent. In this sense, it expresses an attitude. When they move to an area where they can express their opinions, it means that their peers at work encourage each other to exchange ideas and offer improvement suggestions, otherwise they prefer to remain silent in the cultural context because their opinions will not be taken into account. This context expresses its normative aspect. The fact that the voice is controllable indicates that it is planned, and that it is planned indicates that it can be decisionable and based on preference (Hasan and Kashif, 2021: 42-43).

In order for the employee's voice to participate in the management, the employee must be allowed to manage himself/herself; his/her psychological needs must be met. Meeting the psychological needs of the employees is an important prerequisite for their motivation and optimal psychological well-being. The more their needs are met, the more likely they are to grow and develop. Otherwise, his/her energy decreases, he/she cannot develop himself/herself, becomes passive, and experiences loss of welfare. According to self-determination theory, three psychological needs—autonomy (determining the job), competence (being effective at work) and relatedness (having meaningful relationships and ties)—are motivated to speak up or remain silent according to the level of satisfaction (Breevaart et al., 2020). Reasons for silence by employees are factors such as (Schlosser and Zolin 2012: 555; Hasan and Kashif, 2021: 42-43; Breevaart et al., 2020: 204-214); being seen as negative, damaging the relationship or their professional reputation, position anxiety, fear of being stigmatized as troublemaker, complainant or chatter, lack of experience and staff, image, protection, prevention of destructive relationships, not feeling psychological security or well-being, lack of well-being in the workplace, insufficient sharing of information, lack of information to be voiced, opportunities to voice not always appear, information hiding, belief that employees are less likely to have their voices heard. Voice is an important tool for examining positive attitudes in the

workplace. Encouraging voice provides cooperation and positive feedback among employees in order to improve the current situation and the quality of work (Hasan and Kashif, 2021: 43).

### **2.3. Leader Member Exchange**

Leader Member Exchange theory was proposed by Graen and Dansereau (1975), and it deals with relationships between leader and member that involve exchanges with different approaches, feedback, through a series of interactions including observations, essays, conversations. Dienesch and Liden (1986) stated that Leader Member interaction has three dimensions: affect, contribution and loyalty; expresses that affect helps to establish a mutual relationship, loyalty helps the member to take more responsibility and seek rights, and the contribution provides more resources, support and trust. Apart from economic benefits, this exchange also includes social change that reflects the characteristics of trust, loyalty and responsibility (Jing-zhou and Wen-xia, 2011: 403-404). Leader Member Exchange has several effects on organizational variables: it increases organizational commitment, increases perceived job satisfaction, reduces turnover intention, helps knowledge sharing, encourages creative work engagement, increases job engagement (Jabutay and Rungruang, 2021: 64; Jing-zhou and Wen-xia, 2011: 404). Although the leader-member relationship seems like an individual relationship, it also has effects within the group. In order to understand this effect, it is necessary to examine the theories of social identity, social comparison, and social impact. Social identity provides a reference system that creates and understands the place of the individual in society and provides a social identity. Employees reveal themselves with all the skills and knowledge they have in a business team. Other members of the team also reveal themselves with all the skills and knowledge they have. Therefore, the identities of the members have similarities and differences with others. Since these differences are in the comparative field, the individual wants to reach a positive self, provides evaluation within or between groups, and wants to stay in the group or leave the group because he/she evaluates these identities by taking them. Since the individual's goal is to achieve and maintain a better positive social identity, he/she will either change the group or work for the better of the group.

Social identity theory plays a critical role in understanding social comparison theory. Individuals want to reduce uncertainty and increase prestige by making social comparisons to achieve positive social identity. Since the prestige and status of the group he is involved in will glorify him/her, he/she will want to protect and raise himself/herself, on the other hand, he/she will provide clarity in knowing himself/herself and getting to know others. Social comparison is related to social influence. Social influence introduces two mechanisms, informational influence and normative influence, in order to meet the needs of the individual by others. Social influence leads the individual to make social comparisons to reduce uncertainty and exhibit the right behavior. With this aspect, it creates an informational effect. The normative effect is valid when the group approves of his/her views, can be controlled by the group members, and group has the power to accept, reject, reward, and punish. Social influence contributes to the formation of social identity by defining the individual's belonging to the group (Meydan, 2019: 45-86). Social identity, social influence, social comparison are important in terms of their effects on Leader Member interaction. In order for employees to feel valued and be productive, they need to perceive the group they belong to in this way. In this context, it will not be enough to understand the social reality by considering a single relationship between the leader and the member. Leaders will need to take many factors into account, as the leader-member relationship has a significant impact on references, both at the individual and group level, and among other groups. Therefore, in bilateral relations, evaluations and comparisons in the relative relations between the leader member define the shared social reality in the context of workgroups (Bakar and Omilion-Hodges, 2018: 5). In order for employees to share their new ideas, they need to know that it is safe to come up with new ideas without fear of negative consequences. The leader, on the other hand, needs to know that when he listens to his employees, he is willing to discuss new ways to achieve business goals, he can see new opportunities, he is reachable and accessible (tekin and Chafra, 2015: 72). As a result, group cooperation is favorable for integration and synergy, as it serves to enhance the exchange of information and communication among group members (Bakar and Omilion-Hodges, 2018: 7).

According to social exchange theory, individuals are motivated to exhibit positive attitudes and behaviors towards individuals who value themselves and their contributions. Therefore, it explains that in social interaction between leader and member, the leader will develop high-quality relationships with employees who do useful things for them. And this is an important psychological process. Leader Member Exchange has been presented as a basic mechanism of social change important for employee creativity; A sense of team identity will benefit the team in terms of team interests, including collaboration and sharing employees, increase their psychological safety, and eliminate the risks arising from uncertainty (Gu et al., 2018: 5-9).

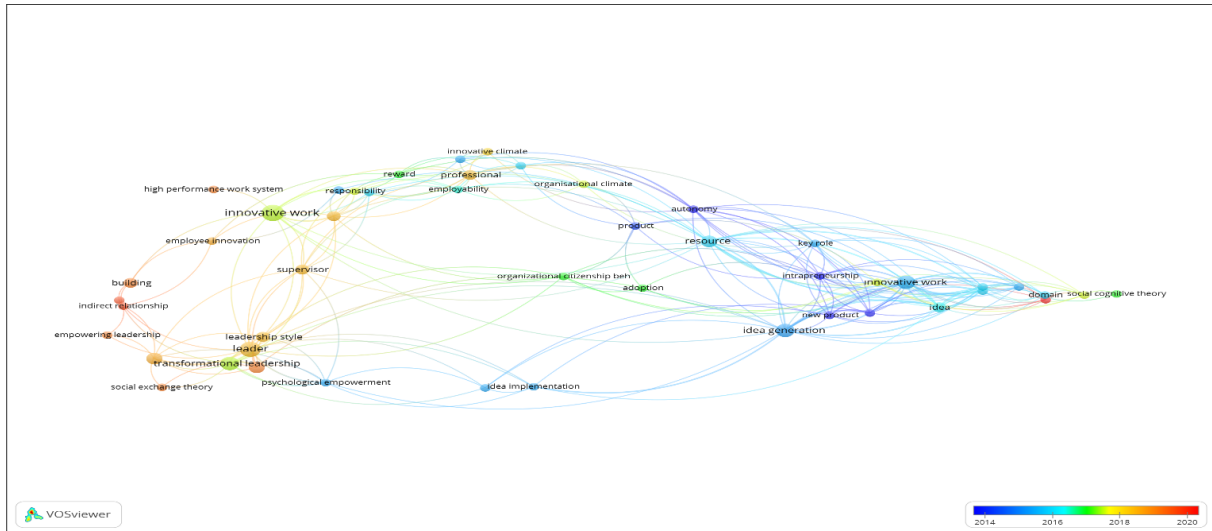
### **3. DATA AND METHODOLOGY**

The purpose of this research is to examine the employee voice and the leader-member exchange and their effects on innovative work behavior to provide an in-depth understanding of innovative work behavior in organizations. For this purpose, 579 articles were reached by scanning the words "Innovative Work Behavior", "Employee Voice" and "Lead Member Exchange" in the articles published between 2010 and 2021 in the Web of Science database, and bibliometric analysis was performed on these articles. VOSviewer program was used for bibliometric analysis and interpreted after visualization.

#### 4. FINDINGS AND DISCUSSIONS

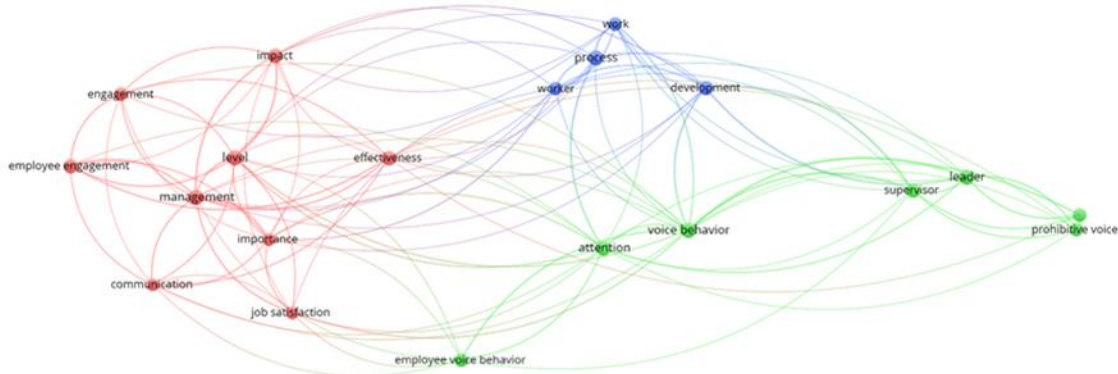
Key words used in studies with "Innovative Work Behavior" in the title are given in Figure 1. It was determined that a total of 534 keywords were used in the publications examined within the scope of the analysis. Among these keywords, the number of keywords repeated at least 2 times is 48. When Figure 1 is examined, it is seen that the most frequently used keywords are "idea generation" and "resource". Each of these keywords was used 29 times in total. Then there are the keywords "innovative work" and "idea", each of which has been used 18 times. Keywords are divided into clusters with 5 different colors. Each color represents a cluster.

**Figure 1: Most Used Keywords for Innovative Work Behavior**



Key words used in studies with "employee voice" in the title are given in Figure 2. It was determined that a total of 368 keywords were used in the publications examined within the scope of the analysis. Among these keywords, the number of keywords repeated at least 3 times is 20. When Figure 2 is examined, it is seen that the most frequently used keyword is "voice behavior", which is used 32 times. It is seen that the word "management", which has been used 30 times, is in the second place. The keywords "level" used 27 times in the third place, "leader" used 22 times in the fourth place and "attention" used 21 times in the fifth place. Keywords are divided into clusters with 3 different colors. Each color represents a cluster.

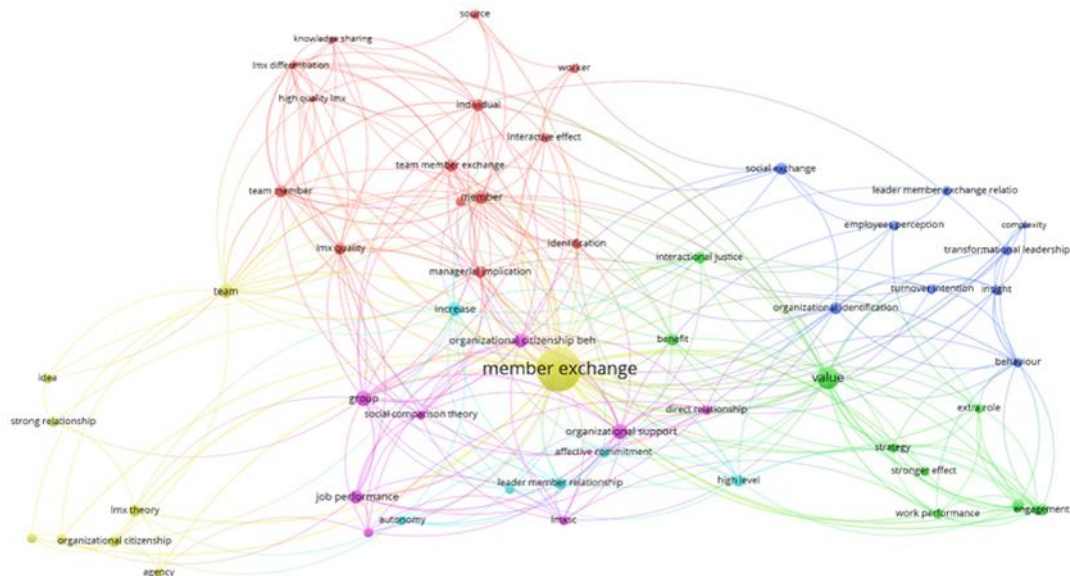
**Figure 2: Most Used Keywords for Employee Voice**



In Figure 3, the keywords used in the studies with "leader member exchange" in the title are given. It was determined that a total of 844 keywords were used in the publications examined within the scope of the analysis. Among these keywords, the number of keywords repeated at least 2 times is 52. When Figure 3 is examined, it is seen that the most frequently used keyword is "member exchange", which is used 130 times. In the second place is the keyword "value", which is used 37 times,

and the word "group", which is used 27 times, is in the third place. Keywords are divided into clusters with 6 different colors. Each color represents a cluster.

**Figure 3: Most Used Keywords for Leader Member Exchange**



When the doctoral and master's theses made in the context of Turkey are examined, innovative work behavior and positive organizational variables such as organizational identification, organizational justice, organizational learning, organizational innovation, organizational commitment, organizational climate, perception of organizational support, organizational memory, organizational citizenship, organizational culture work appears on it. No research was found on innovative work behavior has been found in studies on employee voice. No research was found on the mediator role of leader member exchange in the relationship of these two variables or between related variables.

The doctorate and master's theses written at the level of organizational analysis with innovative work behavior in the last 10 years in Turkey are as follows:

- The role of organizational justice in the relations of leader-member exchange, innovative work behavior, work engagement and organizational identification (Ercan, 2019b).
- The intermediary role of organizational commitment in regard to the effect of psychological empowerment on innovative work behaviour: A study on automotive manufacturers in Turkey (Çevik Tekin, 2019).
- Innovation in the workplace: the roles of employee's psycap and multidimensional organizational climate on the individual innovation process (Uçar, 2019).
- Administrator' perceptions of organizational support, organizational memory and innovative business behavior (Tüysüz, 2019).
- The relationships between the organizational culture, organizational citizenship behavior, organizational identification, job satisfaction and innovative work behavior and developing a meta-theory model of innovative organizational culture (Mete, 2018).
- A research on the relationship between ethical climate, organizational learning and innovative behavior (Biçer, 2017).
- Effects of organizational learning and innovation on corporate environmentalism: A study on restaurants in İstanbul province (Sünetçiöğlü, 2016).
- An examination of the role of positive psychological capital and positive organizational variables in development of creative and innovative behaviors in organizations (Özkan, 2016).
- The effect of organizational learning and knowledge share on service innovation performance at hotel managements: A study of 5 stars hotels in Kuşadası (Ayazlar, 2012).

- The impact of innovation culture on organizational innovativeness: A research on private hospitals in Konya (Aksay, 2011).
- The role of organizational justice in the relationship of organizational culture and innovative behavior: A field research (Kaçan, 2020).
- The effect of perceived organizational support on innovative business behaviors and turnover intention (Ercan, 2019a).
- A sample in academicians paramedics about the effect of the organisational knowledge share and organisational innovative behavior on organisational innovation climate: Comprassion of Iran and Turkey (Ghodrati, 2018).
- Investigating the relationships among innovative behaviors, knowledge sharing and organizational citizenship behaviriors in high-tech industry workers (Akan, 2018).
- The impact of transformational leadership on innovative behavior and the mediating role of organizational citizenship behavior on this impact in the health sector employees; Mersin province sample (Arıkan, 2017).
- Leadership and organizational climate in local governments in relation to individual innovative behavior and aspiration for innovation: A field survey in local administrations of TRA1 region (Kan, 2017).
- The impact of innovative behavior of manager nurses on organizational citizenship (Çetin, 2017).
- The effects of transformational leadership and organizational climate on employees' innovative behavior: A case study (Duvacı, 2017).
- The perception analysis of organizational culture on the people working in network type organizations: A practice in defense industry (Büyükkışlalı, 2015).

The doctorate and master's theses written on the employee voice and leadership in the last 10 years in Turkey are as follows:

- The relationship of authentic leadership and participative climate with employee voice: The moderating role of personality and organizational identification (Öztürk, 2014).
- Person-supervisor fit (P-S fit), leader-member exchange (LMX), voice climate and employee voice interaction (Baycan, 2019).
- The impact of values-centered leadership on ethical climate and employee voice (Çiçek, 2016).

Some of the findings (variables) obtained within the scope of innovative behavior studies conducted in Turkey in the last 10 years are as follows:

- It has been observed that there is a positive and significant relationship between flow experience and innovative behavior (Turan, 2021).
- It has been determined that the five-factor personality traits have a regulatory role in the effect of psychological empowerment on innovative behavior (Fırın, 2020).
- It has been revealed that innovation orientation has a partial mediation effect on the relationship between stakeholder orientation and business performance (Şenerol, 2020).
- It has been found that there are positive and significant relationships between human capital, social capital and structural capital, which are the sub-dimensions of intellectual capital, and innovative behavior and contextual performance (Özsarı, 2020).
- Innovative behavior, servant leadership and organizational identification variables of the agile strategy variable have direct and positive effects, while the innovative behavior variable has direct and positive effects on smart simplicity, servant leadership and organizational identification variables (Cebeci, 2020).
- It has been determined that there is a positive relationship between leader member exchange quality and innovative work behavior, work dedication and organizational identification, and organizational justice mediates these relationships (Ercan, 2019b).
- The effect of the transformational leader on innovative work behaviors in businesses was found and it was determined that psychological empowerment played a mediating role in this interaction (Arslan, 2019).
- Job satisfaction and innovative behavior have a positive effect on individual performance (İspir, 2018: 122).

- Relational social capital positively affects innovative behavior (Turgut and Begenirbas, 2014: 146).
- “Satisfaction” regarding human resources practices affects the innovation culture positively and significantly (Pelenk, 2020: 237).
- Motivational behaviors have a mediating effect on innovative and entrepreneurial behaviors (Akkoç et al., 2011: 363).
- The exploratory and developer market orientation has a positive effect on management innovation (Aksoy, 2020: 234).
- Innovative organizational citizenship behavior increases as the age, total years of service and title of the employees increase (Oktay, 2016: 341).
- There is a positive relationship between psychological ownership and innovative work behavior; increasing psychological ownership towards the institution and reducing the rate of cyberloafing can increase innovative work behavior (Derin, 2018: 63).
- The fact that managers encourage their subordinates and make an effort to take action by their subordinates improves the perception of the expertise climate and increases the innovative behavior of the employees (Sezgin and Aksu, 2020: 561).
- There are significant relationships between organizational culture and organizational innovation, and between organizational innovation and personnel empowerment (Zengin and Kaygın, 2019: 903).
- Psychological contract violation negatively affects the innovative behavior of employees and organizational silence has a full mediation effect in this relationship (Köksal et al., 2018: 687).
- Proactive personality affects innovative work behavior positively, and external locus of control negatively affects innovative work behavior (Kale, 2019: 144).
- There is a positive relationship between perceived organizational support and innovative work behavior (Sü Eröz and Şittak, 2019: 1574-1592).
- Psychological empowerment positively affects innovative work behavior (Çevik Tekin and Akgemci, 2019: 1674).
- It has been determined that the effect of psychological empowerment on innovative work behavior is positive and significant, and organizational commitment has a partial mediating role in this effect (Çevik Tekin, 2019).
- It has positive data and contributions by examining in detail the relationships between the multidimensional organizational climate, the psychological capital of the employee, the innovative behavior of the employee, the initial and application phases (Uçar, 2019).
- It has been determined that there are positive and significant relationships between all sub-dimensions of ethical climate, except for the instrumentalism sub-dimension, and organizational learning and innovative behavior (Biçer, 2017).
- The level of organizational learning has a significant effect on the level of innovation, and it has been understood that organizational learning is an important factor that determines the innovation level and corporate environmentalism of enterprises (Sünnetçioğlu, 2016).
- It has been determined that there is a high level of positive relationship between the positive psychological capital levels of the employees and the frequency of displaying creative and innovative behaviors, and the frequency of displaying creative and innovative behaviors is affected by the positive psychological capital levels. In addition to these findings, it was concluded that the positive effect of employees' positive psychological capital levels on creative and innovative work behaviors increases as the level of positive leadership and positive organizational climate they perceive in the organization increases (Özkan, 2016).
- It has been observed that there are positive and significant relationships between organizational culture, organizational justice and innovative behavior. Organizational justice perception and innovative behavior, organizational culture affects organizational justice and innovative behavior at a positive and significant level. Organizational justice perception also affects innovative behavior at a positive and significant level. As a result, it has been determined that organizational justice has a mediating role in the effect of organizational culture on innovative behavior (Kaçan, 2020).



- The manager's support, which constitutes the organizational support, has a negative effect on the tendency to leave and has a positive effect on innovative work behaviors. Colleague support, which is another dimension of organizational support, has a positive effect on innovative work behaviors; however, it does not have a significant effect on intention to quit (Ercan, 2019a).
- It has been determined that there are significant relationships between individual support, idealized influence, intellectual stimulation, inspirational motivation and innovative behavior, which are sub-dimensions of transformational leadership, and that there is a mediating role of organizational citizenship behaviors (Arıkan, 2017).
- It has been observed that transformational leadership has a positive and significant effect on innovative work behavior, and it has been revealed that organizational climate has a mediating role in this effect (Ducavi, 2017).
- Innovative climate positively affects social capital; social capital also positively affects innovative behavior and implicit knowledge sharing behavior (Turgut and Begenirbaş, 2016: 113).
- There are significant and positive relationships between transformational leadership and innovative behavior, organizational citizenship behaviors have a mediating role in this relationship (Çalışkan and Arıkan, 2017: 17).
- A positive relationship was found between entrepreneurial passion and innovative behaviors. Likewise, a positive relationship was found between entrepreneurial passion and fortitude. Research findings also reveal that fortitude has a full mediating role in the effect of entrepreneurial passion on fear of failure (Gülbahar, 2019).
- It has been concluded that the perception of corporate reputation affects the innovative behavior of the employee, but the level of technology does not have any regulatory role in the relationship between corporate reputation and innovative behavior (Sarıkaya, 2019).
- It has been determined that work engagement mediates the effects on the innovative work behavior. There is a positive and significant relationship between the employee's work dedication and innovative work behavior (Köroğlu, 2018).
- It has been determined that the innovation climate has a full mediator effect on the effect of dual-skilled leadership on team innovation, while innovative behaviors and self-efficacy have partial mediator effects (Kılıç, 2018).
- It was concluded that co-factor personality traits have an effect on innovation behavior, and positive individual innovation perception and resistance individual innovation perceptions partially mediate the relationship between five-factor personality traits and individual innovation behavior (Çetin, 2017).
- It shows that there are significant and strong relationships between team culture, tacit knowledge sharing and innovative work behavior. In addition, the socialization and externalization of knowledge has mediating effects on the relationship between team culture and innovative work behavior (Aydın, 2018).
- Transformational leadership and authentic leadership have a significant positive effect on the innovation climate and innovative business behavior (Korku, 2018).

Some of the findings (variables) obtained within the scope of innovative behavior research articles conducted internationally are as follows:

- It has been revealed that cultural intelligence significantly affects the innovative work behavior of the employee, and that both work engagement and interpersonal trust partially mediate the effect of cultural intelligence on innovative work behavior (Afsar et al., 2021).
- Transformational leadership has a significant impact on the innovative work behavior of employees, and learning motivation mediates the link between transformational leadership and innovative work behavior (Afsar, 2018).
- In addition to its intermediary role, intrinsic motivation in the relationship between basic need satisfaction and innovative work behavior supports the reciprocal relationship between basic need satisfaction and innovative work behavior (over time) (Devloo et al., 2014).
- It has been found that the versatile leadership style of the supervisors positively affects the innovative work behaviors of the employees (Kousina, 2021).
- When the quality of the leader-member exchange (LMX) is high, it has been found that the leader-member exchange mediates the relationship between the proactive behavior of employees and the encouragement of innovative behaviors by managers (Hatmaker et al. 2014).

- Organizational identification is positively related to the innovative behavior of employees, and work engagement mediates the relationship between organizational identification and innovative behaviors of employees. It also improves the relationship between creative self-efficacy, commitment to work and innovative behaviors of employees (Zhang and Wang, 2021).
- It shows that a proactive personality has a direct and indirect positive effect on innovative work behavior through work engagement, and transformational leadership positively softens the relationship between a proactive personality and work engagement, which strengthens the relationship of high transformational leadership behavior (Mubarak et al. 2021).
- Proactive personality and leader member exchange (LMX) has a strong positive relationship with innovative work behavior (IWB) (Zuberi and Khattak, 2021).
- It was found that constructive conflict mediated the relationship between task conflict and innovative work behavior, psychological safety, positive conflict value and cognitive flexibility mediated the effect of constructive conflict on innovative work behavior, and positive conflict value and cognitive flexibility positively moderated the impact on innovative work behavior. (Al-Ghazali and Afsar, 2021).
- Servant leadership has been found to be associated with employee psychological empowerment, job creation, and innovative work behaviors (Khan et al., 2021).
- It was found that emotional intelligence has a direct positive effect on employees' tacit knowledge sharing and innovative work behaviors, tacit knowledge sharing positively affects innovative work behavior, and tacit knowledge sharing partially mediates the relationship between emotional intelligence and innovative work behavior (Malik, 2021).
- Demonstrated that psychological empowerment softens the relationship between leadership and innovative work behavior (Grošelj et al., 2021).
- It has been revealed that empowering leadership and individual learning orientation have significant direct effects on individual innovative behavior, and individual learning orientation mediates the relationships between empowering leadership and individual innovative behavior, and between workgroup commitment and individual innovative behavior (Mutonyi et al., 2020).
- Leader-member exchange has a significant impact on the voice behavior of the employee who is more involved in innovative work behavior, Leader-member exchange and employee voice strengthens the indirect relationship between moral leadership and innovative behavior, through authoritarian leadership, Leader-member exchange and employee voice found to have a significant but negative indirect effect on innovative behavior (Nazir et al., 2020).
- It has been found that creative work behaviors and transformational leadership mediate the impact on an employee's innovative work behavior (Afsar et al., 2019).
- It has been shown that transformational leadership has a positive effect on the motivation of employees to learn innovative work behavior (Afsar et al.,2019).

## **5. CONCLUSION AND IMPLICATIONS**

Trust-based relationships between leader and member make things easier. It ensures that new ideas and new proposals are circulated, supported and developed within the organization. In this context, a meaningful increase in the relationship between leader member exchange and employee voice will bring open-mindedness, new suggestions and positive feelings along with trust; it is assumed that it will create the necessary conditions for innovation to occur. Innovative work behavior is a consciously designed situation for the creation and implementation of new ideas in organizations. Today, changing business conditions and increasing competition require fast learning, determination, risk taking and being creative. These skills overlap with innovative work behavior skills. Innovative work behavior is an organizational tool that encourages employees to emerge and spread applications that will increase the success of the organization and extend its life, support innovative practices within the organization, and ensure the rapid adaptation of other employees. Developing and promoting innovation management skills; generating innovation ideas is an important aspect to learn skills associated with ensuring innovation management, effectiveness of innovation processes and diffusion of innovations. In a humane leadership approach, where relationships between leaders and followers interact in a way that conveys a genuine sense of care for their needs; they found both direct and indirect effects on increasing psychological safety because followers feel psychologically safe, and this encourages innovative behaviors among employees (Binyamin et al., 2016). It has been found that proactive personality and leader member exchange have a strong positive relationship on innovative work behavior in telecommunication industry employees (Zuberi and Khattak, 2021).

In a study conducted in Pakistan, it was found that the paternalistic leadership style significantly affected the leader-member interaction. Leader member exchange has been found to have a significant impact on innovative work behavior and employee voice behavior (Nazir et al., 2020). Many studies have proven that the strength of leader-member exchange relationships can predict important outcomes with organizational variables, employee performance, employee attitudes. A high-quality employee-leader relationship can give the necessary autonomy and initiative to drive innovation. The quality of the subordinate relationship has significant positive associations with innovative work behavior. Similarly, innovative behavior was found to be directly related to the quality of change. High-quality exchanges include contributions from both leaders and followers. The free expression of ideas by leaders and followers ensures a wide exchange of information. This exchange brings trust and loyalty to each other with open support. It creates greater opportunities (Lee, 2008: 674).

Leaders who show care and respect to their subordinates, open communication channels, and increase trust in the relationship by showing a high level of interest and respect for others, encourage their vocal behavior, as their perception of reliability in the eyes of their employees will be higher. The arguments for the direct and positive effect of trust on risk-taking behavior are clear, and after leaders and employees have a perception of security, their perceptions of psychological security give clues that leaders consider their needs. Increasing voice behavior in the organization contributes to solving problems, harmonizing roles within the structure, increasing cooperation and reducing conflicts within the structure (Erkutlu and Chafra, 2015: 78). In such an environment, the necessary communication and organizational structure for innovation is established. Communication has an impact on organizational processes such as innovation and strategy formulation. Communication requires employee voice. Employee voice is required for innovation to start in the organization. However, employees do not say every idea.

Although there is a general framework about employee silence and voice in the literature, it is necessary to examine in detail what, when and how to say strategically, the necessity of our discourse, the quality of what we are going to say, and its contribution to the employee's voice. There are strategically important gaps in this regard. Because employee voice is based on self-expression, it affects employee engagement and future value. These gaps are at a level that can affect innovation management, strategic management and competition. Employees may be invited to express their voices and participate in innovation practices. But how meaningful is this for employees in the context where innovation is not perceived as the core function of the employee? How meaningful are participation policies and practices among employees, between employees and the organization for future projections? Whose interests do employee voices and innovative ideas, practices, activities serve? What is the mutual influence of leaders and employees on innovative work behavior when employees are not aware of how they can innovate in their formal roles within the company? It is important to fill the gap in the literature to see the role and effect of leader member interaction in influencing employee voice and innovative work behavior of employees and to measure how much it can help in developing a supportive innovation participation environment. In future studies, it is recommended to conduct research on the aforementioned questions and issues.

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