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The Mediating Role Of Psychological Empowerment On The Relationship Between Innovative Work Behavior and Transformational Leadership in Food and Beverage Employees: A Research Of Five Star Hotels in Antalya

Yiyecek-İçecek Çalışanlarında Yenilikçi İş Davranışı ile Dönüşümcü Liderlik İlişkisinde Psikolojik Güçlendirmenin Aracılık Rolü: Antalya İli Beş Yıldızlı Otel İşletmelerinde Bir Araştırma

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ABSTRACT

In today's changing consumer demands and increasing quality expectations increase the importance of innovative work behavior. Innovative work behaviors of employees are affected by many factors. The aim of this study is to examine the effect of transformational leader on innovative work behavior and mediating role of psychological empowerment. The research was carried out with 700 employees working in the food and beverage departments of five-star hotel businesses in Antalya. Face-to-face survey technique was used to obtain the data. Structural Equation Modeling (SEM) was used to test the research hypotheses. Hypothesis tests were performed using the AMOS statistical program. As a result of the study, it was found that transformational leader had an effect on innovative work behaviors and psychological empowerment had a mediating role in this interaction.

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ÖZET

Günümüzün değişen tüketici talepleri ve artan kalite beklentileri dikkate alındığında yenilikçi iş davranışının önemi giderek artmaktadır. Çalışanların yenilikçi iş davranışları ise birçok faktör tarafından etkilenmektedir. Bu çalışmanın amacı, yenilikçi iş davranışlarına dönüşümcü liderin etkisi ve psikolojik güçlendirmenin aracılık rolünü incelemektedir. Çalışma, Antalya ili beş yıldızlı otel işletmelerinin yiyecek-içecek bölümlerinde görev alan 700 çalışanla gerçekleştirilmiştir. Verilerin elde edilmesinde yüz yüze anket tekniği kullanılmıştır. Araştırma hipotezlerini test etmek amacıyla, Yapısal Eşitlik Modellemesi (YEM) kullanılmıştır. Hipotez testleri AMOS istatistik programı aracılığıyla gerçekleştirilmiştir. Çalışmanın sonucunda, araştırma kapsamına alınan işletmelerde yenilikçi iş davranışlarına dönüşümcü liderin etkisi bulunmuş ve bu etkileşimde psikolojik güçlendirmenin aracılık rolü gösterdiği tespit edilmiştir.

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Introduction

Human resources are the most important production factor for innovation in the service-oriented tourism sector (Zontek, 2016; Carvalho and Costa, 2011; Hu, Horng and Sun, 2009; Hall and Williams, 2008; Novelli, Schmitz and Spencer, 2006; Fache, 2000). It is assumed that innovative work behaviors are influenced by many variables. It is stated that the leadership model is an important factor in increasing or decreasing innovative work behaviors. The leader who manages this process, while showing innovation, is also expressed as trying to teach these behaviors. It is observed in the studies carried out that transformational leaders can realize change and innovation with their qualifications (Reuvers, Van Engen, Vinkenburg Wilson-Evered, 2008; Pieterse, Nederveen and Van Knippenberg, 2010; Jung, Chow and Wu, 2003).

It is stated that the transformational leader encourages his / her followers to think differently about coping with problems, discovering the problems in new ways and emphasizing the diversity of the employees' individual qualities and talent triggers innovative work behaviors (Reuvers, et al., 2008; Jung, et al., 2003; Pieterse, et al., 2010). Pieterse, et al. (2010, pp.610), the inspiring and motivating nature of transformational leadership, their ability to influence followers, reveals that when psychological empowerment is high, it is more effective in creating innovative work behavior.

Speitzer (1995) defines psychological empowerment as a process or psychological state that emerges in four cognitive domains: meaning, competence, self-determination, and influence. According to the literature (Li and Zheng, 2014; Pieterse, et al., 2010), when the tourism sector is evaluated, it is seen that the employees who show innovative will contribute to work success in resolving customer complaints and meeting customer demands. The aim of this study is to examine the effect of transformational leader on innovative work behavior and mediating role of psychological empowerment.

Conceptual Framework

Innovation

Innovation is defined as the process in which a perceived opportunity becomes a new idea and then finds common practice (Zontek, 2016, pp.55). Damanpour (1991, pp.556) defines innovation as a new product or service, a new production process technology, a new structure or administrative system, or a new program or plan for members of the organization. Innovation defined in the Oslo Guidelines (2005, pp.50), a resource prepared by the Organization for Economic Co-operation and Development (OECD) and the European Commission: a new or significantly improved product (product or service), a new marketing method, in internal work practices, workplace organization or external relations; or the implementation of a new organizational method in work practices, workplace organization or external relations.

In the literature, great importance is given to the studies developed by Joseph Alois Schumpeter, who is considered to be the pioneer of innovation and Peter Drucker, who reveals the importance of innovation. Schumpeter (1912) "Theorie der wirtschaftlichen - Theory of Economic Development "for the first time in his book pronounces the term "innovation". Schumpeter defines innovations as "new ways of doing something" or "better, unique combinations of production factors" and defines them as the core of an entrepreneur's work (Babaita, Sipos, Ispas and Nagy, 2010, pp. 526).

Schumpeter, introduced innovation as "creative destruction' as a source of new economic cycles in the economy and associates innovation with economic growth (Carvalho and Costa, 2011, pp.24). The companies that realize this change provide an important competitive advantage with the "value they create". Drucker (1985) states that "innovation is an element of entrepreneurship". Innovation is an essential concept that defines and uses opportunities to create new products, services or work applications (Subramaniam and Youndt, 2005, pp. 451). Innovation refers to the production of new, practical and valuable products, processes, methods and ideas that are the interaction of social context and individual characteristics (Li and Zheng, 2014, pp. 446). The essence of successful innovation is to

put innovation into practice. In other words, it is defined as the ability of a company to use a new product or service, a new process, organization or marketing method in its current activity (Zontek, 2016, pp.56). Amabile, et all. (1996, pp. 1155) defines innovation as the successful implementation of creative ideas in work.

Innovative Work Behavior

In general, innovative work behavior are defined as a behavioral process involving the initiation of new and useful ideas, processes, products or procedures, and the implementation of them within a work role, group or organization (West and Farr, 1989; Scott and Bruce, 1994; Axtel, et. all, 2000 Janssen, 2000; Dorenbosch, Van Engen and Verhagen, 2005; Reuvers, et al., 2008; De Jong and Den Hartog, 2010; Leong and Rasli, 2013). Innovative work behavior is defined in four dimensions (Reuvers, et al., 2008; De Jong and Den Hartog, 2010, Pieterse, et al., 2010). These dimensions are; idea discovery/problem identification, idea generation, idea championship/sponsorship and idea realization. Similarly, in entrepreneurship literature, opportunity discovery is seen before generating ideas.

In first stage of the innovative work behavior process, opportunities are discovered or a problem arises. The opportunity can be a problem that arises or a threat waiting for immediate response (De Jong and Den Hartog, 2010: 24). Perceived work-related problems, discrepancies, discontinuities and emerging trends (such as changes in customer tendencies, problems in the current working method, etc.) allow the generation of new ideas (Janssen, 2000: 288).

Idea generation is stated to be related to the formulation of new ideas useful to organizational behavior (Reuvers, et al., 2008, pp. 229). Employees who produce ideas seek support for these ideas in the implementation phase (De Jong and Den Hartog, 2007, pp. 43). This concept is also expressed as idea promotion, sponsorship or championship (Janssen, 2000; Reuvers, et al., 2008). In the final stage of the process, the innovative individual embodies his idea by 'production of an innovative or similar prototype or model that can be touched or experienced, disseminated, mass-produced, productive' (Kanter, 1988, pp. 191). The ultimate task of the innovation process is the realization of the idea through the production of an innovation model that can be implemented in a work role, a group or a total organization (Janssen, 2000, pp. 288). An increasing number of practitioners and academics (Amabile, et al., 1996; Axtell, et al., 2000; Bunce and West, 1995) supports the idea that they should discover, promote, develop and use innovation potential of employees as a way for the success of organizations (Dorenbosch et al., 2005; Janssen, 2000; Scott and Bruce, 1994; Li and Zheng, 2014).

Enterprises should invest in the intellectual capital of their employees in order to develop their innovative abilities (Subramaniam and Youndt, 2005, pp.450). At this point, it is not enough for employees to receive training that only increases their level of knowledge. Furthermore, there should be practices be involved in the innovation process. In other words, employees should not only be effectively trained to deliver a high level of service but they should also be fully involved in the innovation process. For example, employees need to be able to interact with other professionals who use creative thinking in the workplace (Zontek, 2016i pp. 61). However, it is not easy for employees to participate in innovation processes. Factors such as the perspective and attitude of the leader or work owner (Zontek, 2016: 62), leaders' support, team environment, personal characteristic, and creative willingness of employees are important (Li and Zheng, 2014, pp.447). In this study, it is aimed to examine the relationship and interaction with transformational leadership and psychological empowerment variables.

Transformational Leader and Psychological Empowerment

Transformational leader is defined as a leadership model that changes the mission and values of the followers in line with the mission and values of the organization or group and can influence the followers in this direction and has the capacity to motivate employees beyond the expected work performance (Reuvers, et al., 2008, pp. 229; Babaita et al., 2010, pp. 527-528). Bass (1985) and Yukl (1999) similarly describe transformational leadership. According to this definition; The transformational leader is defined as the style of leadership that transforms the followers' ideals,

interests and values into their own fields and motivates employees to perform better than expected (Pieterse, et al. 2010, pp. 610). In this leadership model, followers feel admiration, loyalty, trust and respect to their leaders (Reuvers, et al., 2008, pp. 229). The concept of transformational leadership has gained wide popularity among the leadership researches because of its qualitatively different approaches to motivating followers compared to other leadership styles have gained wide popularity (Jung, et al., 2003, pp. 528). Bass and Avolio (1995) stated that transformational leadership consists of four unique but related behavioral components (Jung, et al., 2003, pp. 528). The scale consisted of four dimensions (Avolio, Bass and Jung, 1999, pp. 441; Reuvers et al., 2008, pp. 229).

These dimensions are expressed as: idealized effect-charisma, inspiring motivation, intellectual encouragement and individualized thinking. The idealized effect is the ability of the transformational leader (Jung, et al. 2003, pp. 528) can be as a charismatic role model to encourage followers to do the same (Pieterse, et al. 2010, pp. 610). Inspirational motivation explains the transformational leader's ability to express an attractive and / or energizing vision (Jung, et al. 2003, pp. 528; Pieterse, et al. 2010: 610). Intellectual encouragement is the ability to encourage the status quo to question (Pieterse, et al., 2010, pp. 610). Transformational leader enables his followers to question tried ways to solve problems and encourage them to improve their methods (Avolio, et al. 1999, pp. 443). In this direction, creativity and innovation are encouraged by intellectual encouragement (Jung, et al. 2003, pp. 528).

Individualized thinking is a concept that focuses on understanding the needs of each follower and constantly working towards their full use of their potential (Avolio, et al., 1999, pp. 443). In personalized assessment (Jung, et al. 2003, pp.528), which is also referred to as coaching and counseling, leaders also pay attention to the individual needs of subordinates for success.

Some empirical and theoretical studies suggest that leaders who exhibit these four behaviors can rearrange the values and norms of their followers, encourage personal and organizational changes, and help followers exceed their initial performance expectations (Jung, et al., 2003, pp. 528). Psychological empowerment refers to a psychological state that exists within individuals and reflects active orientation towards their work (Pieterse, et al., 2010, pp. 612). Psychological empowerment (Spreitzer, 1995, Thomas and Velthouse, 1990) describes an employee's perception of having the choice to initiate and supervise action, a motivational structure that has the ability to self-efficacy and influence the environment.

Conger and Kanungo (1988) state that psychological empowerment will be provided by increasing employees' self-efficacy. Thomas and Velthouse (1990) extend this approach and explain psychological empowerment as a more comprehensive event that determines workers' internal motivation. Thomas and Velthouse (1990) proposed that a 'Cognitive Empowerment Model' for empowerment (Thomas and Velthouse 1990: 666). Based on the work of Spreitzer (1995), Conger and Kanungo (1988) and Thomas and Velthouse (1990), he defines psychological empowerment as a process or psychological state that emerges in four cognitive domains.

Speitzer (1996:484) is defined as a whole consisting of four basic cognitive concepts such as 'meaningfulness, competence / self-efficacy, autonomy and influence' which reflect the individual's orientation to the job role and increase the individual's intrinsic motivation. Meaningfulness is a concept related to the feeling that one's work is personally important. Self-Efficacy is described as an event related to the level of confidence that they have in themselves and in their ability to do their job well. Self-efficacy or competence means that a person believes in his / her ability to successfully perform its tasks. Autonomy refers to the individual's perceptions of the freedom to choose independent of the top management in determining the methods to be used in relation to initiating and executing their tasks.Influence represents the degree to which a person's behavior makes a difference in work results (Zhang and Bartol, 2010, pp.110).

Hypothesis 1 *:* The transformational leadership has an impact on psychological empowerment (a).

Relationship Between Concepts

Leadership style plays a key role in realizing innovation in an organization. In other words, the innovative behavior of employees depends on effective stimulation by the leadership model.

Furthermore, the ambience of innovation that exists in an organization is indicated as a direct result of personal and spatial direction of senior managers. The leader can improve the employee's innovative behavior by setting a direct incentive or innovation target for the employees. It also knows the emotional knowledge of subordinates, can evaluate and praise, support and appreciation for the innovation of employees can show (Li and Zheng, 2014, pp.448). Given that innovative work behavior is largely motivational (Pieterse, et al., 2010, pp.610), there are several reasons for considering transformational leadership in terms of innovative work behavior.

The concept of transformational leadership explains the leader who changed the situation (Bass, 1985; Burns, 1978, et al.). Bass (1985) proposes theoretically that transformational leaders have more innovative, new ideas and can bring about significant changes (Pieterse, et al., 2010, pp.611). In the literature, however, researchs are being conducted to describe the process by which transformational leaders increase potentially innovative work behavior (Bass and Avolio, 1995; Bass and Avolio, 2006; Reuvers, et al., 2008). Transformational leaders go beyond contractual performance for desired performance by actively participating in their followers' personal value systems (Reuvers, et al. 2008, pp. 230; Jung, et al., 2003, pp. 528). Using inspirational motivation, a transformational leader can create faith within his followers to fulfill his or her talents (Reuvers, et al., 2008, pp. 230). He makes ideological explanations linking the identity of the followers with the collective identity of the organization; thus, it increases the internal motivation of the followers (Jung, et al., 2003, pp. 528). The transformational leader encourage to take the audience out of the box through intellectual encouragement, to think of old problems in new ways. Finally, the transformational leader can realize this change with idealized effect/charisma as a role model (Jung, et al., 2003, pp. 529).

Reuvers, et al. (2008) conducted a study on 335 participants in four Australian hospitals, investigating the relationship between transformational leadership and employee innovative work behavior. The findings of the research show that there is a positive significant relationship between transformational leadership and innovative work behavior. It is concluded that when exposed to higher level of transformational leadership, they exhibit more innovative work behavior. This effect was found to be significant ($t = 8.37$, $p < 0.001$). This study reveals important results for the relationship between transformational leadership and innovative work behavior based on explanations of the various components of transformative leadership (idealized effect, intellectual stimulation, individualized thinking and inspirational motivation). The results were similar to the theoretical perspective of Bass and Avolio (1990) and empirical findings obtained by Janssen (2002).

It is stated that psychological empowerment perception level is important in the effect of followers of transformational leader on innovative work behavior. It is stated that the inspiring and motivating nature of transformational leadership is more effective in creating innovative behavior when psychological empowerment is high so that they can influence its followers (Pieterse, et al., 2010, pp. 610). Pieterse (2009) conducted research with 230 people in the Netherlands to examine the role of psychological empowerment in the relationship between the transformational and interactive leadership model and innovative work behavior. This study is indicated as an important study in understanding the relationship between transformational and transactional leadership and innovative work behavior, predicting whether these relationships are conditional and when these relationships will be positive or negative. In addition, considering psychological empowerment as a mediating variable in understanding these relationships also supports approaches that argue that the effectiveness of leadership behavior depends on factors within the leadership context.

In summary, this study examines the relationship between transformational leadership and innovative behavior, as well as the relationship between transactional leadership and innovative behavior, and argues that these relationships are linked to psychological empowerment.

Hypothesis 2 : Psychological empowerment has an impact on innovative work behavior (b)

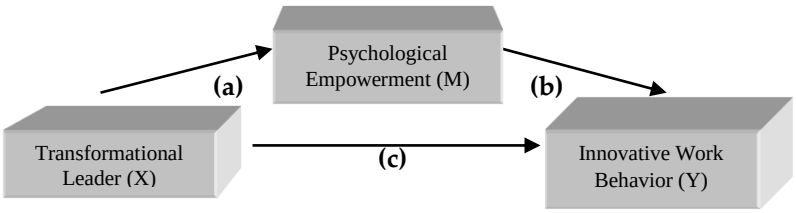
Hypothesis 3 : The transformational leadership has an impact on innovative work behavior (c).

Hypothesis 4 : The impact of the transformational leadership model on innovative work behavior is mediated by psychological empowerment

Methodology

The research population of the study consists of five-stars hotels enterprises located in Antalya region. The sample includes 17 five-stars hotel enterprises and 700 food and beverage departments' employees located in Antalya, Lara-Kundu, Beldibi, Serik-Belek, Kemer-Beldibi-Göynük. As the number of observed variables used in the study was 42, it was determined that the sample size was sufficient for analysis. Hair, Tahtam, Anderson and Black (1998, pp. 604-605) stated that the sample size should be 10 times the number of observed variables and emphasized that this number should be at least 200 in the structural equation model. The main reason why the research is carried out in the food and beverage areas of five-stars hotels is that the interaction of the food and beverage department employees with the manager is high and that the most innovative understanding and popular practices (fusion kitchen, molecular kitchen, etc.) are developing in this section today.
In this study, Mediator Variable Model (Figure 1) was used which was recommended by Baron and Kenny (1986). In this model, Independent Variable (X) and Intermediary Variable (M) have a separate effect on the Dependent Variable (Y) (c and b).The mediator variable must be affected by the independent variable (a). Furthermore, when the effects of independent and mediator variables on the dependent variable are analyzed together, the effect of the independent variable is decreased (partial) or completely disappeared (strong) indicating that it is a mediating variable.

Figure 1. *Research Model*



In the research, questionnaire technique was used. The questionnaire used in the research consists of four sections. In the first part, the questions to determine the demographic findings of the participants, in the second part, the innovative behaviors of the respondents and in the third part, the frequency expressions about whether the managers are the transformational leaders feature are given. In the last section of the survey, participation questions were used to make employees feel psychologically empowered.

The scales used in the research are based on the studies of the most widely used and validated researchers in the literature. These scales are: Psychological Empowerment scale- Speitzer (1995), Transformational Leadership scale- Bass and Avolio (1995), Innovative Work Behavior scale- De Jong and Den Hartog (2010). In the adaptation of the scales to Turkish, the opinions of the academicians, linguists and sector managers who have mastered the English language were taken and the meaning was reached in this way. In line with these opinions, the questions were clarified in order to increase the clarity of some statements by remaining faithful to the original scales.

The surveys were conducted through the training manager, human resources manager, food and beverage department managers (such as chef, restaurant manager, etc.) of five star hotels and mostly through face-to-face interviews. In the implementation of the questionnaires, firstly information was given about the questionnaire questions and all content related to the questionnaire and then the participants were asked to answer. The survey was carried out in March-October 2017. The data entries related to the answers obtained as a result of the survey application were made with Statistical Package for Social Sciences program. The demographic findings related to the variables discussed within the scope of the research aim are summarized first and then the results of the analysis conducted under the title of research findings are tried to be explained. Structural equation modeling was used to test the hypotheses examined.

Research Findings and Analysis

Statistical analysis (Frequency and percentage) were performed related to demographic characteristics of the participants included in the study and presented Table 1. As a result of descriptive statistics analysis, it was observed that the skewness and kurtosis values varied between 2 and +2. In this respect, it can be said that the data shows normal and near normal distribution and is suitable for analysis.

Table 1: *Demographic Findings*

Sex	Frequency	Percent
Female	263	37,6
Male	437	62,4
Age		
Under 19	186	26,6
20-30 years	281	40,2
31-39 years	97	13,9
40-50 years	121	17,3
51 years and older	15	2,1
Marital Status		
Married	335	47,9
Single	365	52,1
Education		
Primary education	146	20,9
High School	394	56,3
Associate	94	13,4
License	51	7,3
Graduate	15	2,1
Position in Work		
Director	22	3,1
Assistant Director	24	3,4
Chef	160	22,9
Worker	494	70,6

Worked Section	Frequency	Percent(%)
Restaurant	204	29,1
Banquet	97	13,9
Kitchen	281	40,1
Bar	98	14,0
Other	20	2,0
Working Time at This Hotel		
Less than 1 year	302	43,1
1-4 years	220	31,4
5-9 years	132	18,9
10 years or more	46	6,6
Working Time at the current position		
Less than 1 year	189	27,0
1-4 years	245	35,0
5-9 years	177	25,3
10 years or more	89	12,7
Working Time in Tourism		
Less than 1 year	184	26,3
1-4 years	136	19,4
5-9 years	192	27,4
10 years or more	188	26,9
GettingTourism Education		
Yes	484	69,1
No	216	30,9

Hypothesis Testing with Structural Equation Modeling

Structural Equation Modeling was used to test the hypotheses created for the purpose of the study. Structural Equation Modeling is used to test the relationships between observed and latent variables (Schumacker and Lomax, 2004, pp. 2; Byrne, 2010, pp. 3). Structural Equation Modeling is a two-stage process.

- In the first stage, confirmatory factor analysis is applied to test the measurement model.
- In the second stage, as a result of confirmatory factor analysis and good fit of the measurement model, path analysis is started.

In order to make the model acceptable in structural equation modeling, goodness of fit criteria is needed to show whether the relationships in the model are consistent with the sample data. These are; Chi-Square Conformity Test $\chi 2$, Goodness of Fit Index, Mean Square Root of Approximate Errors, Square Root of Standardized Errors, Comparative Fit Index, Adjusted Goodness Index and Normed Fit Index (Hair et al., 1998, pp. 653-661; Brown, 2006, pp. 81-88; Schumacker and Lomax, 2004, pp. 81-84; Bryne, 2010, pp. 73-84).

Confirmatory Factor Analysis (Measurement Model)

Confirmatory factor analysis (measurement model) is a method used in advanced studies that reveal the relationships between observed variables and latent variables in a scale (Hair, et al., 1998, pp.597; Bryne, 2010). In the confirmatory factor analysis, it is aimed to evaluate the construct validity of a previously defined model, to test and verify the structural hypotheses of the relationships between variables. "Maximum Probability Technique" was selected as the confirmatory factor analysis solution technique. AMOS program was used for analysis. In order to accept the measurement model, various goodness of fit values given in Table 2 should also be considered.

Table 2: *Confirmatory Factor Analysis Compliance Index Values*

Compliance Index	Measurement Value	Breakpoints for Acceptance
Chi-Square Fit Test (X^2/ Sd)	4,315	≤ 3 = perfect fit ≤ 5 = moderate fit
Comparative Fit Index (GFI)	0,842	≥ 0.90 = good fit
Square Root of Mean Approximate Errors (RMSEA)	0,069	≤ 0.05 = perfect fit ≤ 0.08 = good fit $\leq 0.10 = low\ fit$
Square Root of Standardized Errors (SRMR)	0,059	≤ 0.08 = good fit
		$\leq 0.10 = mediocre\ fit$
Comparative Fit Index (CFI)	0,915	≥ 0.90 = good fit
		≥ 0.95 = perfect fit
Normalized Compliance Index (NFI)	0,893	≥ 0.90 = good fit

The first criterion of fit index examined within the context of confirmatory factor analysis is X^2/Sd, which is the chi-square fit test, divided by the degree of freedom of the chi-square statistic. The purpose of the test is to check the compatibility of the data with the proposed model. In other words, it looks at whether there is a difference between the covariance matrix and the model covariance matrix observed and it is requested that there is no difference between these two covariance matrices (Kline, 2005, pp. 154-186; Tabachnick and Fidell, 2001, pp. 737; Hair, et al., 1998, pp. 654). χ ^ 2 / sd value was found to be 4,315 (≤5), which indicates that compliance provides a moderate level of harmony (Kline, 2005, pp. 154-186; Tabachnick ve Fidell, 2001, pp. 737; Hair, vd., 1998, pp. 654).

Another compliance index examined within the context of confirmatory factor analysis is "Goodness of Fit Index". Goodness of Fit Index explains to what extent the model measures the covariance matrix in the sample and is therefore expressed as the sample variance explained by the model. As can be seen in Table 2, as a result of Confirmatory Factor Analysis, this measurement value was measured as 0.842. This result indicates that it is close to good fit (Schumacker and Lomax, 1996, pp. 76; Hooper et al., 2008, pp. 54; Hair et al., 1998, pp. 658; Kelloway, 1989, pp. 77). It is defined as the 'Square Root of Standardized Residual Means' which tests the compatibility between sample covariance and covariance values of the model tested within the scope of the study, taking into account the degree of freedom. This test controls the compatibility of the data with the proposed model. As shown in Table 2, this value was found to be 0.069. This value, which ranges from 0 to 1, is less than 0.08, which means that compliance is highly achieved (Brown, 2006, pp. 273; Jöreskog and Sörbom, 1993, pp. 124; Raykov and Marcoulides, 2008, pp. 286; Schumacker and Lomax, 1996, pp. 76; Hu and Bentler, 1999, pp. 14-15; Thompson, 2004, pp. 130; Steiger, 2007; Hooper et al., 2008, pp. 54).

The Square Root Measure of Standardized Residual Means is a measure of the residual values between the sample covariance matrix and the estimated covariance matrix for the population. The Square Root of Standardized Errors measure, which expresses the standardized form of covariance means of residual values, was found to be 0.059 as can be seen in Table 2. This measure, which can

take values between 0 and 1 is less than 0.08 means that compliance is provided to a high degree (Brown, 2006, pp. 82; Byrne, 2010, pp. 66). Comparative Fit Index assessed by measurement of incremental fit indices between variables is compared to a basic model, which assumes that there is a significant relationship. This measure was found to be 0.915 within the scope of the research. As can be seen in Table 2, this measure, which can take values between 0 and 1 is greater than 0.90 means that good compliance is achieved (Hu and Bentler, 1999, pp. 13; Thompson, 2004, pp. 130). The Normed Fit Index value is obtained by dividing the chi-square value of the model tested by the chi-square value of the independent model. As stated in Table 2 this measure, which can take values between 0 and 1 is greater than 0.90 which means that compliance is achieved. Values of 0.95 and above mean good fit. The Normed Fit Index value was found to be 0.893.This value implies that the approximation is acceptable (Kelloway, 1989, pp. 77; Schumacker and Lomax, 1996, pp. 76; Tabachnick and Fidell, 2001, pp. 737; Raykov and Marcoulides, 2008, pp. 44; Thompson, 2004; Hair et al., 1998, pp. 658; Bryne, 2010, pp. 78).

Structure Validity and Reliability Analysis

The relationship between valid and reliable structures and latent variables (research dimensions) can be determined. Validity is the degree to which a measuring something is able to accurately measure the property it is intended to measure, the degree to which something is intended to be measured. In this study, in addition to confirmatory factor analysis to determine construct validity, separation and combination validity were applied. As noted by Fornell and Larcher (1981, pp. 45), the separation and association validity reveals to what extent the observed variables represent the latent variable. Merger validity implies that the expressions of the variables (observed variables) are related to each other and to the latent variable.For merger validity, the Average Variance Extracted values are expected to be more than 0.50 and the Composite Reliability value to be greater than 0.70 (Hair, et al., 2006, pp. 777).

Average Variance Extracted value is the expression of, which is obtained by dividing the sum of the squares of the covariances of the expressions related to the factor by the number of expressions. Each factor structure is evaluated separately. If the observed variables represent latent variables this value is found as a high value (Hair, et al., 1998, pp. 612). Another indicator of structure validity is the validity of decomposition. The decomposition validity is determined by the square of the correlations between each pair of structures in the model and the square of the correlation between the pair of variance of these two structures. These values are expected to be smaller than the average variance of the structures they are related to in order to indicate the existence of decomposition validity ((Maximum correlation) ^{2} < the average variance conditions must be described) (Hair, et al., 2006, pp. 778; Fornell and Larcker, 1981, pp. 46). The validity of decomposition is that the expressions about the variables should be less correlated with the factors other than the factors they belong to.

Reliability is defined as the fact that an implement gives similar results in each measurement. Reliability indicates the consistency of a scale, indicating that it can always give the same results. Measurement is free from accidental errors (Karasar, 2002, pp. 148). As the value approaches one (1.00), reliability is considered to be high. The high reliability depends on the detailed determination of the processes used in the measurement and the criteria used. A low-reliability measurement has no scientific value, and a high level indicates the suitability of the measurement performed (Karasar, 2002, pp. 149). Cronbach-Alpha value is used to determine the reliability of the scale (Hair, et al., 1998, pp. 88). Cronbach-Alpha value should be higher than 0.70. The scale is not reliable if α <0.40; low reliable if 0.40 <α <0.60, reliable if 0.60 <α <0.80, and highly reliable if 0.80 <α <1.00.

As can be seen in Table 3, the combination validity and decomposition validity of the scale used in the study are provided. This was found to be greater than "Mean Variance- Average Variance Extracted" (Average Variance Extracted ≥0.50) calculated on factor loading and the lowest composite value (Composite Reliability) was 0.906 (Composite Reliability ≥ 0.70). In addition to composite values, Cronbach Alpha values of latent variables 0.901 and above indicate that there is no reliability problem. The goodness of fit values obtained by confirmatory factor analysis indicate that the first step of structural equation modeling is being completed as a result of merger and dissociation validity

results. In this respect, the test can be started by means of the pathschemes (structural model) which are mentioned as the next stage.

Table 3: *Average Variance Extracted, Cronbach Alpha, Composite Reliability and Interstructural Correlation Matrix*

	Average Variance Extracted AVE)	**Cronbach Alpha**	**Composite Reliability (CR)**	**Innovative Work Behavior**	**Psychological Empowerment**	**Transformational Leadership**
Innovative Work Behavior	0,517	0,901	0,906	**0,719**		
Psychological Empowerment	0,766	0,912	0,910	0,570	**0,875**	
Transformational Leadership	0,756	0,966	0,964	0,704	0,492	**0,869**

Path Analysis (Structural Model)

Path diagrams can be obtained following confirmatory factor analysis or verification of the measurement model. Within the framework of path analyzes, it is aimed to test the mediating role relationship hypothesis of psychological empowerment variable under the influence of transformational leader to innovative work behavior.

Table 4: *Path Analysis Compliance Index Values*

Compliance Index	**Measurement value**	**Breakpoints for Acceptance**
Chi-Square Fit Test (X^2/ Sd)	4,559	≤ 3 = perfect fit ≤ 5 = moderate fit
Square Root of Mean Approximate Errors (RMSEA)	0,071	$\leq 0.05 = perfect\ fit$ $\leq 0.08 = good\ fit$ $\leq 0.10 = low\ fit$
Square Root of Standardized Errors (SRMR) (SRMR)	0,075	$\leq 0.08 = good\ fit$
		$\leq 0.10 = mediocre\ fit$
Comparative Fit Index (CFI)	0,905	$\geq 0.90 = good\ fit$
		$\geq 0.95 = perfect\ fit$
Normed Compliance Index (NFI)	0,882	$\geq 0.90 = good\ fit$

As can be seen in Table 4, the χ^2/sd measure testing the compatibility of the data with the proposed model was found to be 4,559.The fact that this value is less than 5 indicates that compliance provides a moderate level of adaptation (Kline, 2005, pp. 154-186; Tabachnick and Fidell, 2001, pp. 737). As shown in Table 4, the Square Root of Mean Approximate Errors which tested the compatibility of the data with the proposed model, was found to be 0.071. This test checks the covariance between the sample covariance and the covariance values of the model tested. Values, less than 0.07 or equal 0.07 means that compliance is highly achieved (Brown, 2006, pp. 273; Jöreskog and Sörbom, 1993: 124; Raykov and Marcoulides, 2008, pp. 286; Schumacker and Lomax, 1996, pp. 76; Hu and Bentler, 1999, pp. 14-15; Thompson, 2004, pp. 130; Steiger, 2007, pp.895; Hooper et al., 2008, pp.54). The Square Root of Standardized Errors value was found to be 0.075.If this measure is less than or equal to 0.05, it means that compliance is provided to a high degree (Brown, 2006, pp. 82-83; Byrne, 2012, pp. 66). The value obtained from the test shows that a good fit is achieved.

Comparative Fit Index, which is evaluated in incremental fit indexes, is compared with a basic model that assumes that there is no significant relationship between variables. This measure was found to be 0,905 within the scope of the research. As can be seen in Table 4, this measure can be

between 0 and 1, values higher than 0.90 means that good compliance is achieved (Hu and Bentler, 1999, pp. 13; Thompson, 2004, pp. 130). The Normed Fit Index,was found to be 0.882.As it can be seen in Table 4, this measure, which can take a value between 0 and 1, values higher than 0.90, which means that the compliance is highly ensured (Kelloway, 1989, pp. 77; Schumacker and Lomax, 1996, pp. 76; Tabachnick and Fidell, 2001, pp. 737; Thompson, 2004). In this respect, it is stated that the harmonization took place at a close level.

Table 5: *Transformational Leader and Innovative Work Behavior Impact on Path Analysis Values*

The dependent variable	**Relationship Direction**	**Independent variable**	**Standardized β**	**Standard Error**	**Critical Value**	**Significance Level**
Innovative Work Behavior	**<-----**	Transformational Leadership	**0,688**	0,038	15,394	***

When the relationship between the transformational leader and innovative business behaviors is analyzed, it is observed that according to Table 5 data, the transformational leader factor has increased 0, = 0,688, which has a significant effect on innovative business behavior. The value of p = 0,000 (p <0.001) indicates that the model is generally significant.

Table 6: *Intermediary Role of Psychological Empowerment Path Analysis Values*

Dependent variable	**Relationship Direction**	**Independent Variable**	**Standardized β**	**Standard Error**	**Critical Value**	**Significance Level**
Psychological Empowerment	<---------	Transformational Leadership	0,485	0,045	11,743	***
Innovative Work Behavior	**<---**	Transformational Leadership	**0,540**	0,036	12,819	***
Innovative Work Behavior	**<---**	Psychological Empowerment	0,312	0,029	8,440	***

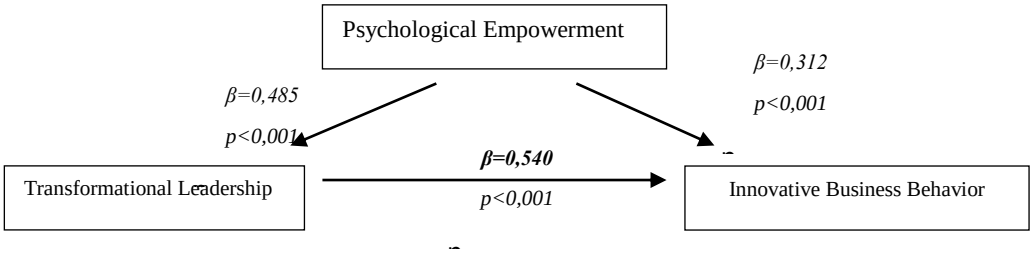
According to Table 6 data, a significant relationship was observed between the variables (p <0.001).When the findings were examined, the effect of transformational leadership on psychological empowerment (β = 0.485, P <0.001) and the effect of psychological empowerment on innovative work behavior (β = 0.312, P <0.001) were found. According to the data presented in Table 5 and Table 6, the research hypotheses "Hypothesis 1, Hypothesis 2, Hypothesis 3" are accepted. In other words; transformational leader has an impact on psychological empowerment, psychological empowerment has an effect on innovative work behaviors and transformational leader has an effect on innovative work behaviors.

The main hypothesis of this study is to find out the relationship between psychological empowerment and the mediating role of transformational leader in influencing innovative work behaviors. When the findings presented in Table 5 and Table 6 are followed to find this relationship, the effect of transformational leader on innovative work behaviors decreased to β = 0.688, whereas when the data of table 6 were examined, it decreased to β = 0.540. Based on these results, it is stated that psychological empowerment plays a mediating role in the effect of transformational leader on innovative work behavior. The fact that the effect of the independent variable on the dependent variable is not completely eliminated in the last analysis shows that the relationship between independent and dependent variable may be other mediator variables (Baron and Kenny, 1986). In this case, H4 hypothesis is accepted.

As mentioned in previous sections, the research model of this study was developed in accordance with the Mediator Variable Model recommended by Baron and Kenny (1986). In this model, Baron

and Kenny (1986) suggest that in order to talk about the existence of a mediating role of a variable: When the effects of independent and mediator variables on the dependent variable are analyzed together if the effect of the independent variable completely or partially disappears indicates that the mediator variable. This relationship obtained as a result of the analysis is tried to be expressed in Figure 2 below.

Figure 2: *Mediation Role of Psychological Empowerment in the Effect of Transformational Leader on Innovative Work Behavior*



When the standardized values of the *direct effects* are analyzed, it is observed that the transformational leader's predictive power on psychological empowerment is 0.485 units, the transformational leader's predictive power on innovative work behavior is 0.540, and the psychological empowerment predictive power on innovative work behavior is 0.312 units.

When the standardized values of *indirect effects* are examined, it is seen that the Transformational Leaders indirect predictive power on Innovative Work Behaviors is 0.130 units. This shows that the transformational leader has both direct and indirect influence on innovative work behaviors through psychological empowerment. Psychological empowerment mediates the transformational leader in Innovative Work Behavior. In line with the analysis carried out above the hypothesis rejection / acceptance chart is given in Table 7.

Table 7: *Hypothesis Acceptance / Rejection Summary Table*

HYPOTHESIS		**Acceptance / Rejection**
H 1	Psychological Empowerment has an impact on Innovative Work Behaviors	Supported
H2	Transformational Leadership model has an effect on Psychological Empowerment	Supported
H3	Transformational Leader and Innovative Work Behavior have a significant degree of impact	Supported
H4	Psychological empowerment has a mediating role in the impact of the Transformational Leadership model on Innovative Work Behavior	Supported

Conclusions and Recommendations

It is stated that the changing consumer demands and needs in the tourism sector direct the enterprises into new searches that will make a difference. Tourism is a service-oriented sector that contributes to countries in social, cultural and economic terms. Like all businesses, the tourism business needs to adapt to changing needs and expectations. The most important way to quickly respond to customer expectations in service-oriented sectors is the human factor. The event of innovation can be taken from outside the company or by the employees within the company. In the literatüre, it is emphasized that employees' innovative work behaviors provide continuity of the innovation performance of the enterprises. On the other hand, it is emphasized in the literature that innovative work behaviors are affected by several variables. For the purpose of this study, the effect of transformational leader on innovative work behaviors and the mediating role of psychological empowerment is examined in this study. Descriptive statistics were performed to summarize the data

obtained from the questionnaires included in the study, to find the values to represent all of the data and to name the data. In line with these analysis findings, the respondents who participated in the study scored a high percentage to three variables(innovative work behavior, psychological empowerment, transformational leader) that measured the current situation in the institution in terms of positive statements. It can be said that employees perceive all variables strongly. In this context, it is possible to conclude that there is a transformational leader at these hotels and that the employees feel that they exhibit work behavior in an innovative direction and that they feel psychological empowerment. When the data obtained as a result of the correlation analysis is examined, it is observed that the relationships between the variables are positive and significant. Structural equation modeling was used to test the hypotheses formed in the study.

The main hypothesis of this study is to detect the mediating role of psychological empowerment on the transformational leader in influencing innovative work behaviors. When Baron and Kenny (1986) analyzed the effects of independent and mediator variables on the dependent variable in order to be able to talk about the existence of the mediator role of a variable, the effect of the independent variable completely or partially disappears. Based on these results, it can be stated that psychological empowerment plays a mediating role in the effect of transformational leader on innovative work behavior. These results are similar with the studies in the literature (Pieterse, et al., 2010; Zhang and Bartol, 2010; Reuvers, et al., 2008, De Jong and Den Hartog, 2007). This study supports the studies examined within the scope of this research. Findings are also consistent with prudent approaches that argue psychological empowerment may also depend on other factors within the organization in understanding the relationship between transformational leadership and innovative work behavior. Although there are various studies (Bass & Avolio, 1990; Sosik, Avolio & Kahai, 1997; Mumford et al., 2002; Reuvers, et al., 2008, Pieterse, et al. 2010; Avolio, et al., 2004; Zhang and Bartol, 2010; De Jong and Den Hartog, 2007). In the literature that describe the process by which transformational leaders increase innovative work behavior and mediate effect of psychological empowerment, there are few empirical studies that demonstrate this specific relationship. In particular, there are study constraints that examine the interaction and mediation role between variables addressed in the food and beverage departments of hotel workers. This suggests that present study increases its importance in the literature.

One of the most important components of innovation is employees with innovative work behavior. The fact that the tourism sector is a labor-intensive sector requires a change of behavior rather than technology innovation due to the fact that the products have an abstract nature. The constantly changing customer preferences in the food and beverage sector and the fact that gastronomy becomes an important travel motivation make it essential for hotel workes and destinations to implement innovative applications in the food and beverage field. In addition, they are the employees who create a difference in service in tourism, develop different menu alternatives and realize creative and innovative cuisine applications. The most important wealth of hotel enterprises and food and beverage areas in the service sector is expressed as intellectual capital. Because innovations can be easily imitated by external sources. Employees' realization of innovation ensures the continuity of innovation. It is stated that one of the most important components in the realization of innovation is the transformational leader. For this reason, leaders in the sector of food and beverage; they should always be very close to their employees, strengthen and encourage them, ensure that their employees are in good communication, help each other to overcome difficulties and realize innovation, develop a climate of mutual trust and a high level of commitment to work. Practices that increase the internal motivation of the employees should be realized and the employees should be psychologically strengthened. Because employees who feel empowered are more willing to innovate and achieve organizational goals and objectives. As stated in the literature, practical applications in which employees are involved in the innovation process should be used rather than theoretical training in order to increase innovative work behaviors.

Employees of an enterprise should be formed of employees who produce ideas rather than those who follow the rules and do only what is said. It is thought that these results will provide important information for later studies and will contribute to literature. In addition, it is believed that the study

will lead the studies and the sector in the area of tourism and food and beverage management. In this respect, it will be very important to generalize the study to be carried out in hotels operating in other tourism destinations. In addition, further studies are needed in this area due to the limitations of empirical studies conducted in this direction.

Ethics Statement

"The Mediating Role Of Psychological Empowerment On The Relationship Between Innovative Work Behavior And Transformational Leadership: A Research For Food And Beverage Employees Of 5 Star Hotel Workes İn Antalya" . According to the results of the study, when there is only psychological empowerment, there is a positive relationship between innovative behavior and transformational leadership. Despite the same conditions, it is concluded that there is no relationship between interactional leadership and innovative behavior.

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