# Serial Mediation Mechanism of Service Innovative Behaviours in the Hotel Industry: Effects of Constructive Leadership, Psychological Safety and Engagement in Creative Works

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# ABSTRACT

This thesis aims to examine the influence of constructive leadership practices on the service innovative behaviors of hotel employees by a serial mediation system that treats employee psychological safety and employee creativity as mediators. Empirical data were collected from full-time frontline hotel employees in Antalya, Turkey. By using both convenience and judgmental sampling methods, this study included 357 hotel employees. The results provide empirical evidence for all suggested hypothesized associations. In particular, the findings display that psychological safety and engagement in creative work tasks play intervening roles (in the form of a chain) in the indirect influence of constructive leadership on employee perceptions regarding their service innovative culture. The current work provides practical contributions for hotel industry professionals who are in the treatment of implementing psychological safety and employee creativity, in order to establish innovative service culture in the hotel setting. This thesis is among the first studies to investigate a serial mediation model to analyze which constructive leadership practices influence their innovative service culture.

**Keywords:** serial mediation model, constructive leadership; safety; creativity; innovative behavior; hospitality industry.

# ÖZ

Bu tez çalışması, yapıcı liderlik uygulamalarının otel çalışanlarının hizmet yenilikçi davranışları üzerindeki etkisini, çalışan psikolojik güvenliğini ve çalışan yaratıcılığını aracı olarak ele alan bir seri arabuluculuk sistemi ile incelemeyi amaçlamaktadır. Anketler, Antalya, Türkiye'de tam zamanlı önbüro otel çalışanlarından toplanmıştır. Hem kolayda hem de yargısal örnekleme yöntemleri kullanılarak, bu çalışmaya 357 otel çalışanı dahil edilmiştir. Sonuçlar, önerilen tüm varsayımsal ilişkiler için ampirik kanıtlar sağlamaktadır. Özellikle bulgular, psikolojik güvenlik ve yaratıcı iş görevlerine katılımın, yapıcı liderliğin çalışanların hizmet yenilikçi kültürüne ilişkin algıları üzerindeki dolaylı etkisinde (bir zincir şeklinde) araya giren roller oynadığını göstermektedir. Mevcut çalışma, otel ortamında yenilikçi hizmet kültürü oluşturmak için psikolojik güvenlik ve çalışan yaratıcılığının uygulanmasında tedavi gören otel endüstrisi profesyonellerine pratik katkılar sağlamaktadır. Bu tez çalışması, hangi yapıcı liderlik uygulamalarının yenilikçi hizmet kültürlerini etkilediğini analiz etmek için bir seri arabuluculuk modelini araştıran ilk çalışmalardan birisidir.

**Anahtar Kelimeler:** seri aracılık modeli, yapıcı liderlik, güvenlik, yaratıcılık, yenilikçi davranış, konaklama endüstrisi.

# "MY MOTHER"

To my real angel who always supported me in every aspect of this life.

# ACKNOWLEDGEMENTS

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# Chapter 1

# INTRODUCTION

## 1.1 Research Background

This research aims to examine the influence of constructive leadership practices on hotel employees' service innovative behaviors via a serial mediation mechanism, which treated employee's psychological safety and engagement in creative work tasks as mediators. Today's fast changes in technology, tourists' expectations and needs, as well as competitors' competitive strategies and practices have resulted in many challenges for hospitality leaders.

Under these circumstances, achieving expected growth or surviving in the market became very difficult. Providing new solutions and creating novel ideas for the customers, by a service representative is known as "service innovative behavior" (SIB) (Stock et al., 2018). which has emerged as an essential target for different organizations (Garg et al., 2017; Antwi et al., 2019).

It is especially true for hotel industry in which managers have started examining creative ways for attracting and keeping their customers through supporting their employees' novel ideas regarding hospitality processes and services (Dhar, 2016; Wang et al., 2014; Horng et al., 2013). This will lead to higher service quality and sustainable growth (Hon, 2011). Chen and Chiu (2009) claimed that the hotel managers' unique services resulted from developing innovative ideas, not only satisfy

their customers' requirements but also positively affect organizational profitability and growth. This empirical study has attempted to expand past investigations on service innovative behaviors. Its purpose has been to clarify Constructive Leadership –Service Innovative Behavior mechanisms by exploring the influence of constructive leader practices on service innovation behaviors as it is identified by their followers' psychological safety and engaging in creativity. In particular, the research has endeavored to back up its assertions by utilizing the social exchange theory, high-quality connections theory, and the theory of creative action as background for the research.

## 1.2 Significance of the Study

The present study concentrates on psychological safety as a feature of the social background which refers to the extent to which people feel the results of taking interpersonal risks in his/her work environment. This notion improves people capability to control their stress which leads to better use of new information (Kark and Carmeli, 2009). Understanding of how psychological safety enables employees to be engaged in creative work tasks and SIB is the focus of this empirical study since psychological safety in the work environment is one of the fundamental aspects that assist employees to feel secure and enable them to learn, change their attitude, and be engaged in their job tasks (Edmondson, 1999).

Constructive leadership (CL) is described as a manager's behaviors that advance the legitimate business interests of his or her followers through charismatic and team-oriented decisions and actions. This type of leadership can be expressed to a combination of those decisions and actions that are pro-organization and pro-subordinate (Einarsen et al., 2007). Constructive behaviors seem to be crucial for the

success of leadership (Glasø et al., 2018). Indeed, supervisors that demonstrate constructive leadership are capable of assisting and supporting their employees in accomplishing mutual objectives (Arasli and Arici, 2019). These leaders care about the welfare of their subordinates and at the same time they concentrate on the efficient utilizing use of sources and goal achievement of the legitimate interests of the organization (Einarsen et al., 2007).

Scholars now know that the investigation of leadership for SIB results are complicated and yet it is within the early phases (Lee, 2008). Innovative behavior of employees in hospitality work settings has been also investigated by the scholars in recent years (Dhar, 2016; Kim and Lee, 2013), nevertheless, academic understanding of the processes by which employee SIB might be promoted or hindered in hotel organizations is barely scoped and searched, and several main parts are in absent. For example, previous studies demonstrated leadership as vital factor in the innovation process; however, such accounts mostly concentrated on the need for participative or ethical leadership styles (Dhar, 2016; Kanter, 1983), or presented specific leadership approaches like leader-member exchange (LMX) (Scott and Bruce, 1994). The role of contemporary leadership styles on this innovation process is still underexplored domain in the hospitality literature. Having seen this important problem, we aimed to examine the effect of CL, which is one of the newest leadership approaches. Significance of this research lied on the role of psychological safety and employee's engagement in creativity on SIB because the consequences of the chain effect of these factors on SIB has received little attention. Hence, we attempted to expand past investigations on service innovative behaviors. Its purpose has been to clarify Constructive Leadership –Service Innovative Behavior mechanisms by exploring the

influence of constructive leader practices on service innovation behaviors as it is identified by their followers' psychological safety and engaging in creativity.

## 1.3 Research Objective

As mentioned above, the recent research focus on psychological safety as a feature of the social background which refers to the extent to which people feel the results of taking interpersonal risks in his/her work environment. This notion improves people capability to control their stress which leads to better use of new information (Kark and Carmeli, 2009). Understanding of how psychological safety enables employees to be engaged in creative work tasks and SIB is the focus of this empirical study since psychological safety in the work environment is one of the fundamental aspects that assist employees to feel secure and enable them to learn, change their attitude, and be engaged in their job tasks (Edmondson, 1999). Therefore, this research tries to grasp number of objective based on the research void in the literature.

First, despite its importance, the influences of CL on employee job outcomes have been received limited attention in the hospitality literature. Therefore, an exploration of influences of CL is the contribution of the research. Therefore, first objective of this study to find out antecedent role of constructive leadership on behavioral and job outcomes of hotel employees.

Second, number of research focused on a model of management, which can be considered as an elaboration on Blake and Mouton's Managerial Grid (Blake and Mouton, 1990). Within this study framework, the research suggested that the behaviors of leaders can be characterized as destructive leadership or constructive leadership. As the previous study findings suggested that constructive leadership has been underlined

as a key antecedent of safety and safety climate in a number of theoretical model (Nielsen et al., 2016), the outcomes of this present work imply that CL has a strong and significant effect on the feelings of employee psychological safety in hospitality organizations, it is advisable that CL practices and its effects on employees can result in a shift in employee feelings of psychological safety, namely, followers led by CL may feel more safety than others.

Third, the present work highlights the influence of psychological safety in increasing employee creativity in the work setting, has received few attentions in the hospitality literature. Particularly, this important finding suggests that when leaders constructively behave towards both the organization and followers, they can develop a safety work climate where employees perceive themselves as psychologically safe to freely express opinion and throw out new, unique, and helpful remedies.

Fourth, we wanted to find out whether creativity relates service innovative behavior. Significant result of this research provides empirical evidence for the argument that creativity may be acknowledged as a main factor triggering employee SIB.

Fifth, we wanted to find out whether the constructive leadership relates with service innovative behavior through mediation variable. In addition, academic understanding of the processes by which CL promotes employee SIB in hospitality firms is far-away from deep inspect and essential elements are lacking.

In order to better understand how CL might lead to employee SIB, the findings of this study disclosed this black box by evidently examining the mediator effects of psychological safety and follower engagement in creative work. These results showed

that CL promotes employee feeling of psychological safety, which encourages employees to indicate thoughts, speak out opinions, and to question that are related to enhanced creativity in the hotels.

# Chapter 2

# LITERATURE REVIEW

## 2.1 Definition of Leadership

Leadership is one of the more difficult ideas to define. Stogdill (1974) stated more than four decades ago that "there are about as many diverse explanations for leadership as there are individuals who have tried to describe the notion" (p. 7). There are innumerable descriptions written on leadership. Hitherto, an adequate grasp of why leadership is so important and why the desired leadership type is essential turns out to be predominantly appreciated to introduce working explanations of both leadership (Gandolfi and Stone, 2018).

Since an important form of study available pointing out number of leadership styles, there is a shocking inadequacy of study focusing on the concept of a leadership (Gandolfi and Stone, 2016). It is almost a foregone conclusion that there is universal understanding and agreement over what a leadership style is, which is incorrect and serves no purpose in advancing the superior argument on leadership (Gandolfi and Stone, 2018). This lack of clarity may contribute to the widely divergent views on leadership (Gandolfi et al., 2017). According to the material provided above, a lot of scholars defined what leadership is.

Armandi, Oppedisano, and Sherman (2003) define leadership as the process of persuading a team or group of persons toward mutually agreed upon goals and

objectives. Furthermore, leadership is a carefully organized activity. According to Rooke and Torbert (2005), leadership disparities are not determined by a leader's leadership ideology, temperament, or even organizational type. It has to do, reasonably, with how they present and grasp their environments, as well as how those comprehensions affect leaders' responses to a variety of situations. This necessitates a high level of self-awareness, capability, and familiarity with the organization's external and internal surroundings (Rooke and Torbert, 2005).

A research conducted over eight decades ago concluded that leaders can be formed, not born. Lewin, Lippit, and White (1939) set a paradigm for future classes in their seminal work by considering and presenting three leadership styles – autocratic, democratic, and laissez-faire (Martin, 2015).

Nowadays, other leadership types have already started to concentrate on the leader/employee associations and how the movements of one of this individual will have the impact on other (Saeed et al., 2014).

For example, in the 19th century, Carlyle noted the habitual philosophies concerning leadership in his theory of the "wonder man" (Silva, 2016). For cited author, leaders were extraordinary individuals or idols that were talented to utilize their attractiveness, astuteness, knowledge, and talents to have power and inspiration on his/her followers. Even though Carlyle's philosophies endured major, Spencer discussed that such individual were the harvests of their cultures or the environment, antedating the contemporary consideration regarding leadership (Silva, 2016).

In addition, above-mentioned definitions, leadership endured to be acknowledged as a personal quality, after second World War as a new trend. Stogdill (1950) acknowledged leadership as "the progression (act) of affecting the actions of a firm in its endeavors toward objective setting and aim accomplishment". This was might the initial endeavor to show that leadership was not a simple personal attribution but a procedure of inspiration upon others. Stogdill also added the aim of that progression: "objective setting and goal accomplishment". In the 1990s leadership philosophers has begun to add prominence to employees in the leadership progression.

Bass (1990) constructed a revolution in this domain when added that leadership was not just a progression of inspire of the leader upon others, also a communication process that might be affected by any person included. For Bass, leadership is a communication considering two or more employees of a team that frequently contains an organizing or reform of the condition and the insights and anticipations of employees…Leadership appears when one group associate adapts the motivation or abilities of others in the group. Any fellow of the team can demonstrate leadership to some extent.

## 2.2 Type of Leadership

### 2.2.1 Transactional Leadership

Transactional leadership is a type of leadership in which leaders encourage as well as stimulate compliance by employees considering both rewards as well as punishments. By paying attention on a promotions and penalties, transactional leaders are capable to retain their staff inspired for the short-range (Bass et al., 2003). Another explanation on transactional leadership can be defined based on development and repairs of the quantity of performance on a give-and-take association (Afsar et al., 2016). Earlier

study demonstrated and distinct transactional leadership as attitude that is hinge on compensation and penalty. In addition, such leaders design aims and objectives to be reached with an importance on illuminating responsibilities, task necessities and opportunities to employees (Ma and Jiang, 2018).

Such leader style is said to be particularly operative and much more effective in compare to other leadership styles. For example, under the chaotic circumstances, confused, unorganized settings, during period of ambiguity (Waldman et al., 2001), or when sources are inadequate, transactional leaders plays prodigious role (Ma and Jiang, 2018). Transactional leadership give directions and drives frontward more professionally as well as skillfully by illuminating duty and responsibility necessities and then associating these with prizes and punishments (Ma and Jiang, 2018). Such a condition is exaggerated in multifaceted and/or unclear circumstances, which is precisely the situation of most administrative difficulties (Reiter, 2004).

In addition, transactional leaders escalate compliance, decrease conflict, compensation offerings and help common necessity (Deichmann and Stam, 2015). Cheng, Yang, and Sheu (2014) stated that transactional leadership is favorably associated with middle-level managers' creativity, but Öncer (2013) discovered no connection between transactional leadership and the innovativeness or risk-taking characteristics of entrepreneurial orientation. The conflicting findings may be explained by the power disparity between individuals, corporate culture and structure, and individual feelings of psychological empowerment. Managers and subordinates collaborate in transactional leadership to achieve mutually beneficial outcomes by clarifying roles and expectations, and both parties are compensated based on the required contribution and performance (Epitropaki and Martin, 2013).

As highlighted above, transactional leaders reward their employees who accomplish given duties as well as responsibilities from the organization (Ravichandran et al., 2007). In addition, Bass (1985) portrays transactional leaders as being concentrated on descriptive duties and managing employees to accomplish pre-organized objectives based on rewards. Certainly, transactional leaders only propose follower's partial involvement when the point comes to making decision on particular issue (Patiar and Mia, 2009). Executives using transactional leadership for reward to improve organization productivity, for instance by rewarding employees who display as well as show extraordinary performance, castigating those demonstrating low performance, also managing with employees' attitudes with reinforced and punishment (Burns, 1978). In line with the theory of exchange (Blau, 1964), employees' voluntary activities are motivated by the profits they receive from others. Therefore, chiefs and employees transact assurances by economic and reciprocity procedures and principles (Dai et al., 2013).

Well documented literature also clearly show that transactional leadership has relationship with number of job outcomes.

A data gathered from 179 employees in Jordan using structural equation modelling showed that transactional leadership have substantial impact on job performance, organization performance as well as impacted knowledge sharing (Obeidat and Tarhini, 2016).

One research conducted in Germany among hotel employees showed that transactional leadership has relationship with employees' job satisfaction (Rothfelder et al., 2013).

Interestingly, Si and Wei (2012) (2012) Feng observed a negative association between transactional leadership and employee inventiveness. Similar findings also found in Kim and Lee (2011) research found that transactional leadership do not have a direct impact on employee creativity. Wei et al. (2010) and Pieterse et al. (2010) revealed that transactional leadership can either stimulate or impede employees' creativity, consistent with circumstantial issues.

Ghani et al. (2018) conducted study in Government-linked companies (GLCs) in Malaysia. Their research findings showed that transactional leadership linked with employee engagement.

Edelborek, Peters and Blomme (2019) found that transactional leadership positively correlated to followers' perceptions of the quality of the open innovation process.

Interestingly, a data collected from staff working in nonprofit organizations in Italy showed that through work engagement, transformational leadership had a larger indirect effect on affective commitment and organizational citizenship behavior than transactional leadership (Aboramadan and Kundi, 2020).

Similarly, a study examined the impact of transformational and transactional leadership styles on employee intention to stay and organizational loyalty among Egyptian hotel employees. The findings of this research established that transformational leadership has a greater beneficial effect on organizational commitment and intention to stay than transactional leadership (Sobaih et al., 2020).

**2.2.2 Transformational Leadership**

Leadership is an act which have a power of impact on others also, a progression and an individuals' trait qualities (Antonakis, Cianciolo and Sternberg, 2004). Great amount of studies focused on comparison of transactional and transformational leadership and their power on number of job outcomes and personal traits of employees (Antonakis and House, 2013; Muenjohn and Armstrong, 2008; Eagly et al., 2003; Sarros and Santor, 2001; Saravo et al., 2017; Kark et al., 2018, Afsar et al., 2018; Jensen et al., 2019; Sirin et al., 2018). As a characteristic of transformational leaders, they encourage and hearten followers to accomplish given aim and objectives of the organization for further than expectations by stimulating employees' necessities, raising a climate of trust and encouraging them to dedicate themselves for the interest of association (Bass, 1985). The essential principle of transformational leaders can be said that these kind of leaders have extraordinary capability and visualization to understand achievement, they can motivate as well as stimulate employees to pay with great eagerness, interest and are dedicated to achieving their aims (Keller, 2006). Therefore, transformational leaders have the prospective to complete individual, group and departmental functioning that surpass expectancy (Patiar and Wang, 2016).

Past and present investigations dedicated on transformational leadership discovered that transformational leadership is much powerful and effective in compare to different leadership styles in persuading subordinates' attitudes and performances (Braun et al., 2013; Aboramadan and Kundi, 2020; Passakonjaras and Hartijasti, 2019; Banks et al., 2016; Deinert et al., 2015; Eberly et al., 2017; Hannah et al., 2020; Sobaih et al., 2020; Hughes et al., 2018). Transformational leadership is recognized as the procedure in which leaders engage an apotheosize good example, provoke and empower

innovation, act as an inspirational motivator, and involve in strengthening and guiding apprentices to acquire the company's common vision and aims (Bass, 1990; Bass and Avolio, 1994; Bednall et al., 2018; Suifan et al., 2018).

In addition to above-mentioned information, transformational leadership also boost employees job satisfaction as well as organizational commitment, and more importantly leads to exceptional customer service and generally better-quality performance (Patiar and Wang, 2016; Dai et al., 2013). Transformational leaders can be acknowledged as inspiring and encouraging employees to exceed their self-interests to perform for the mutual benefit of the firm, mostly with a remarkable impact (Wang et al., 2011). Transformational leaders are predominantly essential within the hospitality sector, particularly in hotels, which are labor concentrated and need a dedicated and adaptable labor which can solve customer problems (Mohamed, 2016; Vasilagos, Polychroniou and Maroudas, 2017; Buil, Martínez and Matute, 2019). Without a doubt, in today's dynamic hotel sector, smart customers are expecting for their service and product standards to be fulfilled. (Jung and Yoon, 2013).

### 2.2.3 Servant Leadership

Unlike with other leadership styles, the concept of servant leadership (SL) is intensely consistent with highlighting subordinate's requirements as well as prolonging its concerned vision to the public (Chon and Zoltan, 2019). In addition, mentioned information above, Eva et al. (2019, p. 114) newly delivered the subsequent explanation of SL: Servant leadership is an (1) taking care its employees (2) demonstrated by one-on one prioritizing of employees' requirements and benefits, (3) and owing someone problem as his/her problem. This explanation includes the three key characteristics of servant leaders, "its motive, manner, and attitude". An accurate

leader has an all-inclusive vision to work with the principal motivation to help others, which is then balancing with the vision of an individuals who are called ''leaders'' (Chon and Zoltan, 2019; Spears, 1996).

According to one study, servant leadership is distinct from other leadership styles. For example, according to Van Dierendonck (2011), '… servant leadership concentrates on unpretentiousness, humility, self-effacement, genuineness (p. 1235).

Servant leaders also believe in their employees' talents and capabilities to accomplish aims and objective of organization (Koyuncu et al., 2014).

Unlike other leadership styles including such transactional, transformational, and ethical leadership, servant leadership has been shown to enhance the visibility of specific job outcomes (e.g. trust atmosphere, work engagement, organizational commitment, and organizational citizenship behaviors) (Karatepe, Ozturk and Kim, 2019; Kaya and Karatepe, 2019; Ling et al., 2017).

Earlier research which has been dedicated widely showed that servant leadership boosts postive attitude and nurtures superior performance among employees (e.g., Bavik et al., 2017; Chon and Zoltan, 2019; Huang et al., 2016; Qiu et al., 2020; Ling et al., 2017; Gui et al., 2020).

Servant leadership includes of a progressive approach that assists employees to accomplish individual development, to participate in innovative approach, and to create techniques to develop their work productivity (Szpunar, 2010).

A meta-analysis done by Gui et al. (2020) demonstrated that servant leadership correlated with job outcomes. The significant relationship of servant leadership was on employees' satisfaction, supported by organizational commitment, service quality, work engagement, service climate, creativeness, resilience, organizational citizenship behavior and performance. In contrast, the negative relationship between servant leadership and turnover was shown in the meta-analysis.

According to research obtained from Arab hotel employees in Palestine, servant leadership enables a business to foster an environment conducive to creativity, which results in hotel innovation and staff innovation (Karatepe, Aboramadan and Dahleez, 2020).

According to a recent study conducted in Antalya, Turkey among hotel employees, through job engagement, servant leadership has a stronger indirect effect on career happiness and adaptive performance than authentic leadership has on hotel employees (Kaya and Karatepe, 2020).

Another novel study done by Ruiz-Palomino et al.'s (2019) research conducted in Spain showed that employee voice behavior was significantly associated to organizations' innovativeness via chief executive officer servant leadership behavior.

A research conducted by Karatepe, Ozturk and Kim (2019) in Russia showed trust in organization is an immediate outcome of servant leadership among hotel employees.

Additionally, servant leadership has been demonstrated to be favorably connected with employee employment outcomes, such as proactive customer service performance (Ye

et al., 2019) and proactive work behavior (Varela et al., 2019). A data collected from 92 hotels in China found that servant leadership enhanced firm accomplishment (Huang et al., 2016). Similarly, Liden et al. (2008) discovered that servant leadership enhanced employee in-role performance while also encouraging extra-role participation, which benefited both the organization and society.

Bavik (2020) has conducted a survey of 106 research articles published in the hospitality management literature between 1970 and 2018.

The features of the hospitality sector and servant leadership characteristics were appeared as commonly comprehensive, both containing qualities for instance trust, truthfulness, trustworthiness, care, servant behavior, attending and public focus.

**2.2.4 Authentic Leadership**

Authentic leadership is described as attitude that shows and heartens organizations' employees in a positive way as well as principled environment that nurtures self-awareness, an impacted moral viewpoint well-adjusted giving out of information, and relational transparency (Gatling et al., 2016).

According to another study, authentic leadership drawn from earliest Greek philosophy was expressed as "to thine own self be correct." In addition, authentic leadership has been acknowledged and believed as a key element in positive leadership literature and as a "source paradigm in leadership studies" (George, 2003; Arici, 2018).

In total, authentic leadership can be summarized under four component of leader conducts (Avolio et al., 2004). First and foremost, authentic leadership' component type has moral balanced proceeding, internalized moral viewpoint, self-awareness and

relational transparency. First component of authentic leadership is balanced processing explained as an objective investigation of all the associated data before a judgement and choice.

Superiors, anticipated to have balanced processing, solicit opinions from the followers of the organization who faces problems before, during or after their duties. Internalized moral perspective has been defined as superiors' attitudes that are motivated by moral principles and values rather than outside constraints such as coworkers, the firm, or the social situation. (Avolio et al., 2004).

Relational transparency can be acknowledged for some personal exposes, such as distribution of information clearly as well as coming up with actual and innovative ideas and spirits. In conclusion, self-awareness denotes to the degree to which superiors observe their good sides, bad sides, as well as aims, and the degree to which they distinguish employees' views about their control. Therefore, the concept of self-awareness includes internal and external capabilities (Walumbwa et al., 2008).

Authentic leadership studies have theoretically and empirically progressed in recent years which augments research on number of job outcomes (Qiu et al., 2019; Arici, 2018; Arasli, Arici and Arici, 2019; Luu et al., 2020; Guenter et al., 2017; Malik et al., 2016; Malik and Dhar, 2017; Gatling and Castelli, 2013). Great amount of research has been already dedicated on authentic leadership to be able to shed lights on organizational outcomes of servant leadership, for instance work engagement, career satisfaction, creativity, empowerment, job satisfaction, job performance, and profitability (Walumbwa et al., 2010; Kaya and Karatepe, 2020; Hsieh and Wang,

2015; Semedo and Coelho, 2016; Clapp-Smith et al., 2009; Giallonardo et al., 2010). In addition, servant leadership has been well documented in the hospitality domain.

A study conducted in the United States of America among hotel employees using structural equation modeling discovered that authentic leadership had a favorable effect on organizational commitment in the hospitality business (Gatling et al., 2016). According to Ribeiro et al. (2020), authentic leadership has a favorable effect on customer orientation but a negative effect on the intention to leave. Wu et al. (2013) gathered data from Chinese hotel staff. The research established that servant leadership has a beneficial effect on customer-oriented organizational citizenship behavior. Another study conducted in China found that authentic leadership anticipate service employees' strategies of emotional labor (Wang and Xie, 2020).

 Ling et al (2020) found that authentic leadership affect group trust climate and employee job outcomes positively. A recent research conducted by Wu and Chen (2019) found that authentic leadership has positive relation with collective mindfulness and collective thriving while Nasab et al (2019) found that authentic leadership, had a significant effect on employee performance and organizational commitment.

A research in South Korea found that authentic leadership relates organizational trust (Jeong et al.,2017). Amunkete et al (2015) study showed that authentic leadership significantly related with psychological capital and work satisfaction.

## 2.3 Leadership Studies in the Hospitality Literature

Leadership is widely recognized as a crucial component of fostering anticipated behavior by many groups of people, enhancing company performance, and advancing organizational goals (DuBrin, 2012). Leadership positions are extremely necessary in most of the professional circumstances as they characteristically boost acknowledgement and conspicuousness, and place the employees in a point of considerable authority from which they assign resources, effect choices and change ways (Parker and Welch, 2013). On the other hand, entrance to positions of leadership is frequently not conferred through an open, reasonable, value based progression (Parker and Welch, 2013). Reasonably accomplishment of a leadership situation arises over a communal procedure that values a confluence of various issues containing capability and knowledge, privileged associations and social constructions, and characteristics for instance personality, sex or nationality (Bass and Bass, 2008).

In the past, theories concentrated completely on individuals features of the leader and endeavored to understand by heart the intention of leaders' effect on firm's productivity and performance. Actually, one of the earliest perspectives was dubbed the "great man" theory, which asserted that leaders (almost exclusively male at the time) were born, not made (Brownell, 2010). Leadership is one of the more difficult ideas to define. Stogdill (1974) stated more than four decades ago that "there are about as many diverse explanations for leadership as there are individuals who have attempted to describe the notion" (p. 7).

There are innumerable descriptions written on leadership. Hitherto, an appropriate understanding of why leadership is so important and why the preferred leadership type

is essential becomes predominantly appreciated to introduce working explanations of both leadership (Gandolfi and Stone, 2018).

There are plenty of study in the literature focuses on various leadership styles and its outcomes on number of employees' job outcomes in the hospitality literature.

For example, a study done in USA among hotel employees using structural equation modeling found the positive effect of authentic leadership on organizational commitment in the hospitality industry (Gatling et al., 2016). One research done by Ribeiro et al (2020) reported that authentic leadership has been shown to have a positive impact on consumer orientation and a negative effect on the intention of turnover. Wu et al. (2013) collected data from hotel employees in China. As a result of the research, it is founded that servant leadership positively influenced customer-oriented organizational citizenship behavior. Another study conducted in China found that authentic leadership anticipate service employees' strategies of emotional labor (Wang and Xie, 2020).

Ling et al (2020) found that authentic leadership affect group trust climate and employee job outcomes positively. A recent research conducted by Wu and Chen (2019) found that authentic leadership has positive relation with collective mindfulness and collective thriving while Nasab et al (2019) found that authentic leadership, had a significant effect on employee performance and organizational commitment.

A research in South Korea found that authentic leadership relates organizational trust (Jeong et al.,2017). Amunkete et al (2015) study showed that authentic leadership significantly related with psychological capital and work satisfaction.

In addition to authentic leadership' effects on employee's job outcomes, servant leadership also has been used widely in the tourism literature. For example, one recent research done in Antalya, Turkey among hotel employees showed that the indirect impact of servant leadership on career satisfaction and adaptive performance, through work engagement, is stronger than the indirect effect of authentic leadership on hotel employees (Kaya and Karatepe, 2020).

Another novel study done by Ruiz-Palomino et al.'s (2019) research conducted in Spain showed that employee voice behavior was significantly associated to organizations' innovativeness via chief executive officer servant leadership behavior.

A research conducted by Karatepe, Ozturk and Kim (2019) in Russia showed trust in organization is an immediate outcome of servant leadership among hotel employees.

Another study illustrated that servant leadership is positively associated to employee job results for instance proactive customer service execution (Ye et al., 2019) and proactive work behavior (Varela et al., 2019). A study of 92 hotels in China discovered that servant leadership improved corporate performance (Huang et al., 2016). Similarly, Liden et al. (2008) demonstrated that servant leadership not only improved staff performance, but also facilitated community gain via extra role performance.

Bavik (2020) has conducted a survey of 106 research articles published in the hospitality management literature between 1970 and 2018. The features of the hospitality sector and servant leadership characteristics were appeared as commonly comprehensive, both containing qualities for instance trust, truthfulness, trustworthiness, care, servant behavior, attending and public focus.

Also, transactional leadership also has been used broadly in the hospitality literature.

Transactional leadership is a type of leadership in which leaders encourage as well as stimulate compliance by employees considering both rewards as well as punishments. By paying attention on a promotions and penalties, transactional leaders are capable to retain their staff inspired for the short-range (Bass et al., 2003).

Additionally, well-documented literature demonstrates that transactional leadership is associated with a variety of work outcomes.

A data gathered from 179 employees in Jordan using structural equation modelling showed that transactional leadership have substantial impact on job performance, organization performance as well as impacted knowledge sharing (Obeidat and Tarhini, 2016).

One research conducted in Germany among hotel employees showed that transactional leadership has relationship with employees' job satisfaction (Rothfelder et al., 2013).

Interestingly, Si and Wei (2012) Feng identified a negative connection between transactional leadership and creative employees. The research in Kim and Lee (2011)

similarly showed common conclusions that transactional leadership has no direct impact in creativity for employees. Wei et al. (2010) and Pieterse et al. (2010) reported that, in accord with circumstantial problems, transaction leadership can either promote or inhibit employee innovation.

Ghani et al. (2018) conducted study in Government-linked companies (GLCs) in Malaysia. Their research findings showed that transactional leadership linked with employee engagement.

Edelborek, Peters and Blomme (2019) found that transactional leadership positively correlated to followers' perceptions of the quality of the open innovation process.

Beside transactional leadership, another leadership which has been used widely was transformational leadership predominantly in the hospitality literature.

Leadership is an act which have a power of impact on others also, a progression and a individuals' trait qualities (Antonakis, Cianciolo and Sternberg, 2004). Great amount of studies focused on comparison of transactional and transformational leadership and their power on number of job outcomes and personal traits of employees (Antonakis and House, 2013; Muenjohn and Armstrong, 2008; Eagly et al., 2003; Sarros and Santor, 2001; Saravo et al., 2017; Kark et al., 2018, Afsar et al., 2018; Jensen et al., 2019; Sirin et al., 2018). As a characteristic of transformational leaders, they encourage and hearten followers to accomplish given aim and objectives of the organization far further than expectations by stimulating employees' necessities, raising a climate of trust and encouraging them to dedicate themselves for the interest of organization (Bass, 1985).

Past and present investigations dedicated on transformational leadership constitute that transformational leadership is more successful and strong at influencing subordinates' attitudes and behaviors than other leadership styles. (Braun et al., 2013; Aboramadan and Kundi, 2020; Passakonjaras and Hartijasti, 2019; Banks et al., 2016; Deinert et al., 2015; Eberly et al., 2017; Hannah et al., 2020; Sobaih et al., 2020; Hughes et al., 2018; Hughes et al., 2018). Transformational leadership is defined as the process through which leaders serve as an honorable role model, promote and encourage creativity, inspire followers, and assist and mentor them in achieving the business's common vision and goals (Bass, 1990; Bass and Avolio, 1994; Bednall et al., 2018; Suifan et al., 2018; Bednall et al., 2018). In addition to above-mentioned information, transformational leadership also boost employees job satisfaction as well as organizational commitment, and more importantly leads to exceptional customer service and generally better-quality performance (Patiar and Wang, 2016; Dai et al., 2013). Transformational leaders can be defined as those who inspire and motivate workers to work above and beyond their ego for the mutual benefit of the organization, frequently with exceptional results. (Wang et al., 2011).

## 2.4 Psychological Safety in the Hospitality Industry

Today's businesses have entered into ruthless and contentious competition with the increasing technology conditions and the proliferation of the market (Wang et al., 2019; Jeong and Shin, 2017). Beside increased competition, organizations try to find highly committed and engaged toward their work to be able to increase their productivity (Yao, Qiu and Wei, 2019; Patiar and Wang, 2016). In the extant literature, it is underlined and emphasized that one way of make employees highly committed toward their work is providing psychological safety (Brown and Van Dijk, 2016). This defines a cognitive psychology where the employees feel safe being themselves and

share their views freely even errors, taking responsibility and have social common respect and rely on for one another (Edmondson and Lei, 2014). Although employee psychological safety has been shown to be a vital element that may have impact on number of employee cognitive and behavioral outcomes, inadequate studies have underscored psychological safety among tourism and hospitality employees (Wang et al., 2019).

Psychological safety has been underscored and became critical research subject especially in a group environment and reference to the individuals' views that the grouping is not dangerous for social jeopardy taking (Edmondson, 1999). Psychological safety relates to an employee's conviction that his or her group (work unit) is a safe place to take relationship risks (Carmeli, Gilat and Wardman, 2007). Another definition titled psychological safety as re higher-level interpersonal trust that individuals perceive within a firm where individuals say views without worries (Walumbwa and Schaubroeck, 2009) According to another definition, psychological safety is a wisdom of self-assurance that the group will not humiliate, discard, or psychologically or verbally put down a person for expressing oneself (e.g., permitting a fault).

 Social confidence and reciprocal esteem are characteristics of a psychologically safe work environment in which employees feel comfortable representing themselves. (Edmondson, 1999). Psychological safety has been disclose to effect learning behaviors (Edmondson, 1999). As previously said, learning has been defined as the act of identifying and fixing errors. (Argyris and Schon, 1978). Learning is a continuous procedure of reflection and action that is defined by the use of questions, feedback,

testing, reflection on findings, and examination of errors or unanticipated consequences of activities. (Edmondson, 1999).

These acts are often referred to as learning habits. (Edmondson, 1999). Individuals gain, share, and combine information in groups. (Argote, Gruenfeld, and Naquin, 1999). Because faults (such as service breakdowns) provide information regarding performance by indicating that something did not go according to plan, the capacity to communicate errors productively has been linked to organizational effectiveness. (Schein, 1993). The ability for companies to learn from faults increases when followers are free to confront errors directly rather than hiding them owing to the interpersonal and image dangers associated with confronting errors. (Cannon and Edmondson, 2001). In the hospitality industry, psychological safety has been correlated with some job outcomes. For example, Guchait, Abbott, Ki Lee, Back and Manoharan (2019) found that psychological safety influences casino employees' service recovery performance in Korea. Another study found that psychological safety increases learning behavior and increase service recovery performance of employees who works in hotels and restaurants.

Alzyoud, Partington and Mitchell (2017) found that psychological safety increase employees' innovation behavior in the hospitality industry. Recent study done by Jiang, Li and Li (2020) demonstrated that psychological safety increase employees' voice behavior. Guchait, Pasamehmetoglu, and Dawson (2014) underlined the prominence for hotel employees to feel psychologically secure to be able to willing to ensure vital information from guests' side to the hotel manager level (Wang et al., 2019). One novel research underscored the effect of psychological safety on hotel employees. A related study discovered that psychological safety increases employees'

devotion to the organization and reduces their inclination to quit (Wang, Guchait, Lee and Ki-Joon Back, 2019).

## 2.5 Psychological Safety and its Outcomes

Despite the fact that number of research have suggested a structural link considering psychological safety and creative self-efficacy, less empirical research have verified such a link. Among the consequences Self-efficacy in creative endeavors can be considered as a result of psychological safety, which is critical in institutional educational process (Ho Lee.et al., 2020).

Additionally, organizational learning and performance research has discovered a significant link between psychological safety (i.e., a shared conviction) and team efficacy (Edmonsson, 1999). Furthermore, Kark and Karmeli (2009) discovered that psychological safety had a substantial effect on creative labor participation (= 0.44, p 0.001). More specifically, Kessel, Kratzer, and Schultz (2012) discovered a substantial relationship between psychological safety and creative performance (r = 0.25, p 0.01) in healthcare service companies.

Perceptions are essential since they evoke attitude (Kim et al., 2019) and Edmondson and Lei (2014) stated and emphasized that workers who feel mentally safe have tendency to add and share novel views, contribute and perform efficiently at work. Employees who feel psychologically safe may be straight, constructive, and reliable in particular parts and situations (Cameron and Spreitzer, 2011). Alzyoud, Partington and Mitchell (2017) found that psychological safety increase employees' innovation behavior. Recent study done by Jiang, Li and Li (2020) demonstrated that psychological safety increase employees' voice behavior. Guchait, Pasamehmetoglu,

and Dawson (2014) underlined the prominence for hotel employees to feel psychologically secure to be able to willing to ensure vital information from guests' side to the hotel manager level (Wang et al., 2019).

Tynan (2005) revealed that employees who possessed a high level of other-psychological safety were more inclined to express disagreement, express candid reactions, and confess faults to their superior.

Opoku, Choi and Wan Kang (2020) found a positive correlation between psychologically safety and employee voice behavior of employees. A recent study indicated that psychological safety had an effect on learning from errors and creative self-efficacy in 341 airline personnel. (Ho Lee et al., 2020). Additionally, a number of researchers have discovered a link between psychological safety and task performance (Schaubroeck et al., 2011). Psychological safety mitigates the negative effects of errors or initiative (Edmondson, 1999), allowing individuals and teams to carry out the tasks that permit higher performance (Faraj and Yan, 2009; Lance Frazier et al., 2017). Lance Frazier (2017) conducted a meta-analysis of psychological safety outcomes utilizing 136 independent samples representing about 22,000 employees and 5,000 groups. According to the study, psychological safety has been shown to improve task performance and organizational citizenship behaviors, as well as favorable leader connections and work engagement.

Sanner and Bunderson (2013) discovered a connection of 0.42 (95 percent confidence interval [CI] = 0.05 to 0.85) between team psychological safety and team learning. Additional factors, such as team turnover, explain for the effect of psychological safety

on performance of the team, according to one study (Chandrasekaran and Mishra, 2012).

Finally, Newman et al. (2017) concluded that psychological safety has an effect on a variety of workplace outcomes, including creativity, voice behavior, information sharing, increased communication, dedication, and work engagement among employees.

## 2.6 Work Engagement in General

Work engagement is reported as "a positive, rewarding, work-related psychology characterized by vitality, commitment, and immersion" (Schaufeli et al., 2002, p. 74).

Vigor is considered as an increased amount of energy and psychological spirit while performing a task. Dedication acknowledged as being powerfully convoluted in his/her work and encountering a sense of connotation, passion, and challenge. Absorption is exemplified by being thoroughly absorbed in one's job and positively absorbed in it, so that time goes quickly and one has difficulty distancing oneself from task (Bakker and Demerouti, 2008).

Work engagement is also appeared and stated as the affirmative contrast variable of tension. In contrast to people who agonize over their distress, engaged individuals perceive their work as dynamic and effective; rather than troubling and tough, they view their task as puzzling. In view of that, engagement is considered by vigor, connection and effectiveness, which form the direct converses of the stress as well as strain (Leiter and Maslach, 2017). Employee engagement firstly appeared in business. Even though the source of the work engagement is not completely obvious, it was first

used in the third decade ago by the Gallup organization (Schaufeli, 2012). Consistent with international questionnaire conducted among top management executives, engaging staff in the organizations is one of the top-five most critical as well as essential problem for firms (Schaufeli, 2012; Wah, 1999). Hence, global companies have advanced their own engagement models and exclusive data collection technique such as questionnaire tools (Schaufeli, 2012). According to data collection in the international organizations including from service sector firms, approximated that almost 20% of all employees are extremely engaged at their work, in contrast another 20% are actively disengaged. The other group of about 60% is moderately engaged (Attridge, 2009).

Numerous studies have demonstrated that organizations perform successfully as a result of utilizing individuals' talents to effectively fulfill role requirements without regard for their personal welfare. (Olugbade and Karatepe, 2019). Employees are highly engaged toward their work are essential for the accomplishment of the firm also show elevated levels of innovative behavior (Kim and Koo, 2017; Park et al., 2017; Kwon and Kim, 2020; Jung and Yoon, 2018; Al-Hawari and Bani-Melhem, 2019).

In the creativity studies, there are theoretical multi-level frameworks have suggested several factors that affect creativity (e.g., Arasli, Arici and Kole, 2020). Although there are some relationships between these models, the model of Woodman et al. (1993), underlined, counterparts the groups literature in that it stresses the important role that group features and attributions as well as configuration might have on group creative progressions and following outcomes (Gilson and Shalley, 2004). Similarly, Cohen and Bailey (1997) stated that team research presented a model that united task design

characteristics, behaviors toward team activities, and team features as drivers of group progressions, as well as eventually team efficiency toward innovation.

Individuals in the workplace can construct mutual knowledge that can only be acknowledged by psychologically investigating with and discovering ideas (Harvey and Kou, 2013; Lee et al., 2004). Thus, groups that adhere to this structure are better suited to frame the challenge. There is some evidence in the literature that enjoying the process of problem framing can result in unique and imaginative ways of perceiving things (Gersick, 1988) and that having a vivid and shared problem model enhances participation in the creative process (Gilson and Shalley, 2004; Harvey and Kou, 2013).

Work engagement is a comprehensive definition that includes as an essential characteristic high participation, emotional energy, and self-presence in the organization (Britt et al., 2007). Work engagement have been explained as ''an affirmative, pleasing work-related psychology which is defined by vigor, dedication, and absorption'' (Schaufeli, Bakker, and Salanova, 2006). Vigor means extraordinary stages of energy and psychological resilience in the workplace. It is considered by the enthusiasm to invest energy and to persevere, even under the bad circumstances. Dedication comprises an active involvement in one's work and a sense of significance, enthusiasm, motivation, pride, and encounter. Absorption is a concept that describes a person's complete commitment to and concentrate on his or her task. When followers are absorbed in their activity, they experience time moving swiftly and have difficulty detaching from it (Schaufeli et al., 2006).

Kahn (1990) reframed engagement as the "connection of organizational individuals' selves to their job roles: in engagement, individuals participate and define themselves physically, mentally, enthusiastically, and spiritually in the workplace (p. 694). As a result of their affiliation with the organization, devoted supporters put tremendous effort to its job. According to Kahn (1990), an active, dialectical interaction develops between the individual who promotes his or her own dynamisms in relation to the work role on the one hand, and the work role that allows this individual to exhibit themselves on the other. Additionally, the author contrasted engagement from psychological events or the sense of "being entirely present," which occurs most commonly when "people feel and are attentive, engaged, integrated, and concentrated in their role performance" (Kahn, 1980, p. 322). In other words, engagement as action (investing energy in one's professional job) is described in this section as an expression of mental existence, a different form of mental capital (Bakker et al., 2008). Engagement, in turn, is believed to have favorable effects on both the individual (personal growth and development) and the organization (growth and development) (performance quality).

In the extant literature, there was a discussion about work engagement where number of authors stated and emphasized that work engagement should be distinguished from workaholism, which is considered by working extremely and working impulsively (Schaufeli, Taris, and Bakker, 2006). Being active, committed, and absorbed in the organization does not implicate that it must be worked exceptionally long hours or to face an overwhelming necessity to conduct their duty. Number of studies shed light on work engagement and workaholism are different concepts (Schaufeli et al., 2008). According to study, work engagement varies within employees or followers over time (Sonnentag, 2003).

## 2.6.1 Work Engagement in the Hospitality Industry

Work engagement is a comprehensive definition that includes as an essential characteristic high participation, emotional energy, and self-presence in the organization (Britt et al., 2007). Work engagement can be expressed as a "positive, pleasurable work-related psychology marked by vitality, commitment, and immersion". (Schaufeli, Bakker, and Salanova, 2006). Vigor means extraordinary stages of energy and psychological resilience in the workplace. It is considered by the enthusiasm to invest energy and to persevere, even under the bad circumstances. Dedication entails being actively involved in one's work and experiencing a sense of significance, excitement, motivation, pride, and encounter. Absorption refers to a person's complete commitment to and concentrate on his or her task. When followers are immersed in their task, they perceive time passing quickly and find it difficult to detach from it (Schaufeli et al., 2006).

Generally, work engagement was demonstrated to be an important intervening variable in number of research in the hospitality domain (Karatepe, Rezapouraghdam and Hassannia, 2020; Gürlek and Tuna, 2019; Olugbade and Karatepe, 2019; Gonan Božac et al., 2017; Park et al., 2019; Chen, 2019; Arasli et al., 2020; Ampofo, 2020; Shin et al., 2020; Grobelna, 2019; Karatepe and Karadas, 2019). Work engagement is frequently viewed as a motivating factor that has an effect on performance outcomes (Karatepe et al., 2014).

Numerous of researches shed light on the mediating role of work engagement. A vast amount of research dedicated research which argued that employees with elevated level of work engagement as a response show organizationally valued outcomes (Karatepe, Ozturk and Kim, 2019). Numerous studies have unearthed scientific

justification for work engagement as an intervening variable that serves as a link between independent variables and outcomes (e.g. Menguc et al., 2017; Karadas and Karatepe, 2019).

## 2.7 Creative Work Engagement

Creativity has been hypothesized as a vital activity for individuals, groups, and organizations confronted with complicated and interdependent labor (Drazin, Glynn & Kazanijan, 1999). Creative activities have been defined as critical as they can boost the likelihood of creative and inventive outcomes and may even result in improved overall performance (Kanter, 1988). The process of creativity is associated with the path toward the possibility of producing creative outputs or enhancing overall performance by "participation in creative activities, independently of whether the resulting outcomes are original, useful, or creative" (Drazin et al., 1999, p. 287). Torrance (1988) asserts that creative processes are characterized by the identification of issues, the formulation of hypotheses, the discussion of ideas with others, and the rejection of conventional wisdom. Participating in creative processes requires employees to experiment with new ideas or methods of doing things on a behavioral, cognitive, and emotional level (Kahn, 1990). Thus, creative processes are critical in and of themselves, since they can be viewed as crucial precursors or pre-conditions for creative outcomes, enhanced performance, and as a critical input for ultimate invention (Kanter, 1988; Scott, 1995; Woodman et al., 1993).

According to Zhang and Bartol, (2010) empowering leadership had a beneficial effect on psychological empowerment, which in turn had a favorable effect on intrinsic motivation and creative process engagement. Another study have found that transformational leadership has a tremendous effect on employees' engagement in the creative process. Additionally, the study demonstrates that task difficulty and

encouragement for innovation act as moderators of the relationship between transformational leadership and employees' engagement in the creative process (Mahmood et al., (2019).

## 2.8 Service Innovation Behavior

Service innovation behaviors have turn out to be a more and more essential subject for the reason that of their power on both staff and consumers through firm performance (Lee and Hyun, 2016; Baradarani and Kilic, 2018). Individual invention starts with the recognition of problems and the development of ideas or solutions. Individuals who are innovative create "a prototype or model of the innovation that can be touched or experienced and is now ready to be distributed, mass-produced, put to productive use, or institutionalized" (Kanter,1988, p. 191). Employees in the hospitality business must be creative in order to come up with new ideas for work processes, techniques, services, or goods (Hon, 2011). Thus, individual inventive behaviors are critical for a hospitality company 's competitiveness and long-term success. At the individual level, the terms innovation and creativity are frequently used interchangeably (Scott and Bruce, 1994). Amo & Kolvereid (2005) described innovative behavior as "an employee initiative to introduce new procedures, products, or markets into the organization" (p. 8).

Recent studies have highlighted the critical role of knowledge management and sharing in fostering and strengthening creativity, innovativeness, service innovative behavior, service quality, and organizational performance in the hotel industry (e.g., Bouncken, 2002; Hallin and Marnburg, 2008; Hu et al.,2009; Kim and Lee, 2010, 2012; Yang, 2010). Service innovation behavior not only plays prodigious role in the process of problem solving phase (Lee and Hyun, 2016; Kesting and Ulhøi, 2010) but

also allow consumers to demonstrate a positive attitude toward a particular business. (Yuan and Woodman, 2010).

Service to subordinates Innovation behavior can serve as a management guiding principle for introducing unique inventive thoughts and understanding to point out known difficulties in tourism organizations without taking any distinctive action. (Kim and Lee, 2013).

There was a consensus among number of scholar that service innovation behavior helps organizations to be more productive and perform better in the competitive domain of organizations (Aas and Pedersen, 2011; Kao et al., 2015; Kim, Karatepe and Lee, 2018; Orfila-Sintes and Mattsson, 2009). Innovation has traditionally been categorized into two sections by researchers: manufacturing innovation and service innovation (2015) (Kao et al.). Innovation in industry discusses product-centric actions. This kind of innovation need R&D sections to participate considerable capital and energies into composing new goods (Sood and Tellis, 2005). On the other hand, innovation in services does not need novel, measureable funds, however it can be called as 'a process, a classification of actions, method, procedure and a solution to the problem' (Gallouj and Savona, 2009, p. 154). Even though number of service innovation creation for instance mixed fiscal goods might be composed by organizations themselves, most service innovations demonstrate the supportive endeavor of organizations and consumers, predominantly in circumstances in which consumer's response is utilized to nonstop advance the innovation (Kao et al., 2015). Customers are proactive partners during the innovation development process. Thus, customers play a significant role in service innovation. (Kao et al., 2015). Consistent with Carlborg et al. (2014, p. 373), Innovation in service adds value to the life we are

living, firms, technique and settlement of what can commonly be labelled as the people and collective developments that transmit to customers. One of the study examined the contrasting effects of two distinct goal orientations (learning goal orientation and performance goal orientation) on two different knowledge-sharing behaviors (knowledge collecting and knowledge donating), as well as whether any one of these behaviors results in superior service innovative behavior between hotel employees ( Kim & Lee, 2013). Another study finding indicated that hotel workers' green information management motivations (i.e., proactiveness, transparency, and formality) played a role in mediating the beneficial association between customer green involvement and employee green service creative behavior (Tuan, 2021).

## 2.9 Theoretical Framework

### 2.9.1 Social Exchange Theory

Considering social exchange theory (SET), individuals can participate in an exchange association since the benefits anticipated can be provided by others, in which the economic and social (e.g. friendship and reputation) resources could be exchanged considering different parts (Miles, 2012).

In addition, exchange is an important tenet throughout the give and take progressions (Cropanzano and Mitchell, 2005). Individuals or employees in general, obey the regulations of exchange and their dealings are reliant on others' activities (Cropanzano and Mitchell, 2005). Recent studies indicated that the social norms and significant social circumstances in which consumers operate would have a significant role in facilitating long-term behavior (Yin et al., 2018). Consequently, social context is essential and ensuing social norms is vital (Wang et al., 2019). In case of individual offers a favor, then the opponent individual will feel indebted and respond by

refunding the benefit (Wang et al., 2019). Reciprocates for resources can be social and economic challenges (Muthusamy and White, 2005). These resources can be transformed into personal (Yan et al., 2016), working (Ma and Qu, 2011), or associative (Wetzel et al., 2014) ties. According to Blau, social exchange is a volunteer act where people are motivated through the feedback they hope to get and according to the social exchange theory, an individual does a favor in the hope that he /she will gain some returns in the future. In addition, social exchange leads to long-term exchange of accountability It focuses on the parties to fulfill their mutual obligations. More specifically, in line with social exchange theory (Blau 1964) stated that the employee and the firm can be seen as two prominent "performers" in the social ''give-and-take'' relationship (Rousseau 1989; Settoon et al. 1996). Social exchange has been theorized in the organization literature in two central components: (1) an inclusive give-and-take relationship among workers and the retaining firm and (2) a more concentrated, dyadic relations among followers and their directors (Settoon et al. 1996). Gurlek and Tuna (2019) stated that if A side gives the B side with sources, B side in return will also provide A side with sources. Specifically, the first party makes a beneficiary act for the second party since it thinks that the second party would do beneficial act as a reciprocity. In the opposite scenario, in generalized exchange class, there are more than two parties (Gürlek et al., 2017; Wang et al., 2019). The returned benefit goes to another party within the social circle other than to the party which provided the benefit. As a result, the party providing the benefit gets the returned benefit from another actor.

In the organizations, exchange associations can take the shape in terms of economic reciprocity and/or social exchanges (Valle et al., 2019). Economic transactions are

clear (Cropanzano and Mitchell, 2005) and structured in such a way that they support well-defined labor tasks and responsibilities. The theory of SET, nevertheless, are not frequently noticeably documented (Rousseau, 1989). These relations are constructed on subordinates' understandings of the verbal promises said by the executives (Rousseau, 1989; Valle et al., 2019). Rousseau (1989) aptly describes this casual share of the occupation agreement as the psychological contract. The psychological contract's obligatory tool is a mutual consent to engage in exchanges. (Valle et al., 2019). The rationality of exchange (Fremeaux and Michelson, 2011) observed as theoretical model for social dealings. When individuals give an association mate something, the association mate is obliged to give something in return (UhlBien and Maslyn, 2003), and the weighing benefit of the reciprocity association is maintained (Valle et al., 2019).

**2.9.2 High-quality Connections Theory**

In consistent with the theory of high-quality connections, interpersonal connection is a vital mechanism for motivating individuals in the workplace, as it provides them with a "sense of being eager to act and capable of action" (p. 6) (Dutton and Heaphy, 2003).

Even though relationships signify to a continuing links among two individuals (Reis, 2001), Stephens et al. (2012) described connections does not undertake that the two individuals have a past or continuing connection. As an alternative, discovering links contain an emphasis on the micro-bits of connecting at work that can add to a links and bonds by the time, however are vital in and of themselves. Stephens et al. (2012) stressed that the assumption that connections are advantageous for advanced theoretical consideration is founded on four components. To begin, it is necessary to

emphasize that humans are fundamentally social creatures with a desire to belong (Baumeister and Leary, 1995), and so that establishing companions is a critical aspect of an individual's social experience in organizations. Second, it is stated that associations are dynamic and change as people's sensations, thoughts, and actions change when they engage with another person (Gable and La Guardia, 2007). Following that, a firm's job is accomplished through social progressions, and affiliations are critical for comprehending how work is accomplished.

Fourth, Stephens et al. (2012) stressed the importance of communication quality. Dissimilarities in quality reflect the state of health and function of the living tissue (in this case, the dyadic link) at a given time. Earlier theorists placed a premium on two distinct categories of connection-quality indications (Dutton and Heaphy, 2003). One group focuses on the individual's optimism and sensitive experience inside the relationship. Secondly, qualities of the link that enhance the relationship's potentiality and sensitivity. Three distinct understandings characterize the nature of an association. Initially, the quality of the relationship is seen through feelings of strength in association. Individuals who reside in an HQC are expected to have higher chance to experience positive arousal and an increased sensation of good energy (Quinn and Dutton, 2005).

Additionally, the quality of an association might be perceived through a sense of positive care (Rogers, 2013). Additionally, being completely considered suggests a shared sense of being recognized and revered, or of being appreciated and cared for in a partnership. In conclusion, the degree of felt mutuality is indicative of an individual's experience of an association's quality. Mutuality elicits a sense of possible effort in the relationship, as well as a shared defenselessness and approachability, since both

individuals currently experience full participation and commitment in the association (Miller and Stiver, 1997).

**2.9.3 The Theory of Creative Action**

A hypothetically number of creative standpoint is to deliberate the role creativity plays across levels of analysis and throughout different phases of the creativity (Ford, 1996). The notion of innovation is mainly acknowledged in terms of touchable objects that can be used by various individuals for any needs, aims and objectives. This explanation has caused innovation scholars to concentrate on occupational platforms generated of hierarchies and markets where such interactions can take place (Ford, 1996; Williamson, 1975).

On the other hand, creativity can be understood of as adding to both characteristic and modifiable elucidations and to explanations that occur both within and beyond markets. For example, creativity might add to the growth of saleable attributes of an innovation throughout the project stage, but it also might function to overcome problems that appear in the stage of adoption. Creative acts can have an impact on progressions and consequences that influence manifold levels of investigation and can unravel paradoxes that occur during the innovation phase.

Study done by Ford (1996) almost three decades ago stated that three contributions that prolong other new formulations of firm's creativity, containing those stated by Amabile (1988). The most essential contributions contain (a) explaining communications and relationship between deliberate and evolutionary alteration phase as a mean for adding mental and sociological methods to elucidation innovative and conventional attitude; (b) discussing that creative actions will be discarded, notwithstanding of the positive circumstances, on condition that characteristic actions

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endure more attractive; and (c) classifying numerous social fields that collectively represent "the circumstance" facing firm actors as they select considering creative and routine activities.

# Chapter 3

# HYPOTHESES

## 3.1 Constructive Leadership and Psychological Safety

Constructive leadership (CL) is described as a manager's behaviors that advance the legitimate business interests of his or her followers through charismatic and team-oriented decisions and actions. This style of leadership can be defined as a blend of pro-organizational and pro-subordinate decisions and behaviors (Einarsen et al., 2007). Constructive behaviors seem to be crucial for the success of leadership (Glasø et al., 2018). In fact, supervisors that demonstrate constructive leadership are capable of assisting and supporting their employees in accomplishing common goals (Arasli and Arici, 2019). These leaders care about the welfare of their subordinates and at the same time they concentrate on the efficient utilizing use of sources and goal achievement of the legitimate interests of the organization (Einarsen et al., 2007).

Scholars now know that the investigation of leadership for SIB final results is complicated and in the early phases (Lee, 2008). Innovative behavior of employees in hospitality work settings has been also investigated by the scholars in recent years (Dhar, 2016; Kim and Lee, 2013), nevertheless, academic understanding of the processes by which employee SIB might be promoted or hindered in hotel organizations is far away from a complete understanding with some critical components lacking. For instance, previous studies demonstrated leadership as vital factor in the innovation process; however, such accounts mostly concentrated on the

need for participative or ethical leadership styles (Dhar, 2016; Kanter, 1983), or presented specific leadership approaches like leader-member exchange (LMX) (Scott and Bruce, 1994).

The role of contemporary leadership styles on this innovation process is still underexplored domain in the hospitality literature. Having seen this important problem, we aimed to examine the effect of CL, which is one of the newest leadership approaches. We also examined the role of psychological safety and follower engagement in creativity on SIB because the consequences of the chain effect of these factors on SIB has received little attention.

Social exchange theory (Blau, 1964) as a significant approach in management which is referring to contingent and rewarding actions to the recipients is applied for this study. Blau considered social exchange as a basis of the groups' relationships and individuals' relationships which is an important key process in social life. He was particularly interested in the reciprocal exchange of extrinsic benefits and the development of associations and social structures that resulted from this form of social interaction. Social exchange, he defines, is "voluntary activities of individuals motivated by the rewards they are expected to bring from others" (Blau, 1964). Blau argued that social exchange includes the principle that with expectation of some return in future, an individual does a favor to another.

According to a model of management (Einarsen et al., 2007). which can be considered as an elaboration on Blake and Mouton's Managerial Grid (Blake and Mouton, 1994), the behaviors of leaders can be characterized as being more or less anti-behaviors (destructive leadership) or more or less pro-behaviors (constructive leadership).

Constructive leadership (CL) describes the leaders who constructively behave towards both the organization and subordinates. According to the legitimate interests of the organization, these leaders not only make optimal use of organizational resources but also support and enhance the organization's goals and strategy (Einarsen et al., 2007). Social exchange theory explains that when high level of organizational support is perceived by employees, they feel a sense of obligation to repay the organization, which they demonstrate by positive attitudes and actions (Eisenberger et al., 1990). According to this theory, Emerson asserted that the individuals exchange resources with each other because of expecting to receive something in return (so-called reciprocity) (Emerson, 1976). The relationship between CL and employee SIB can be also explained by social exchange theory; that is leaders by displaying concern about employees and giving priority to employee well-being lead employees to make serious attempts at their job (Cropanzano and Mitchell, 2005). Kark and Carmeli (2009) claimed that the interpersonal work context is significant and enable employees to be engaged in creative work tasks. In fact, in regard to the norm of reciprocity, recognizing leaders' commitment to employee's mental health may result in highly motivated employees who will engage more in their job (Elstad et al., 2011) and showing creative work tasks and higher service innovative behaviors even when confronted with high service demands.

Moreover, through encouraging followers to an expanded engagement and enabling participation in decision making processes, constructive-oriented managers attain job satisfaction, well-being, and motivation of their employees. Based on meta-analysis performed by Schyns and Schilling (2013), in comparison with destructive leadership, CL is likely to have stronger association with distinct outputs like behaviour towards

the manager, individual performance, intention to quit, and job satisfaction. A recent study conducted by Brandebo, Nilsson, and Larsson demonstrated that CL behaviors have strong positive correlations with trust in the department manager and work environment and negative correlations with emotional depletion and intention to quit the job (Fors Brandebo et al., 2016). Several scholars also suggest that leadership is positively related to organizational commitment and employee innovative behaviours in organizations (Khaola and Coldwell, 2019; Qi et al., 2019; Dedahanov et al., 2019). CL has been underlined as a key antecedent of safety and safety climate in a number of theoretical models (Nielsen et al., 2016). It has been also evidenced in meta-analyses on leadership and safety that there is a connection between organizational and group leadership, and a variety of safety indicators (Clarke, 2013; Christian et al., 2009). Psychological safety referring to employee's perceptions of safety-related practices, policies, and processed that influence personal well-being at workplace (Christian et al., 2009) can be resulted from constructive leadership. Thus, the hypothesis is proposed:

H1: Constructive leadership is positively associated with follower's psychological safety.

## 3.2 Psychological Safety and Engagement in Creative Work Tasks

Based on Edmondson (1999), psychological safety is referred to a general belief among employees that the organization is safe for risk-taking actions and there is no rejection or punishment for taking interpersonal risks (i.e. looking for feedback and expressing concerns). This construct (psychological safety) is rooted in Schein and Benni's (1965) study on organizational change, who discussed the necessity for establishing psychological safety for individuals in order to give them secure feeling and extend their capability to handle challenging situations. Therefore, employees'

psychological safety depends on a sense of confidence about the organization that it never humiliates them for their mistakes. Mutual respect and trust are the bases for this confidence that comfort employees when they need to take bold actions (Edmonsson, 1999). Heaphy and Dutton (2008) asserted that the physiological ingenuity resulted from favorable exchanges may raise the degrees of physiological roots for engagement in a job task. Based on this suggestion, the presence of psychological safety in a work environment contributes to a feeling of mental and physical power which in turn can influence employees' capability to be involved in job especially become more engaged in creative work tasks (Kark and Carmeli, 2009).

Psychologically secure personnel are not afraid of taking risks; instead, they participate in experimental trials, discussing their failures with others and learning from them (Yoon and Solomon, 2017). Psychological safety enhances followers' capacity to deal with high levels of energy and emotion, which may well motivate them to engage in creative work assignments (Kark and Carmeli, 2009). Different characteristics of the work setting, climate, and relationships that help employees to feel psychological safety provide an atmosphere for them to confront higher degrees of energy and engagement, which may probably contribute to subordinates' engagement in finding new ideas, novel solutions, and inventive behaviors (Kark and Carmeli, 2009; Gupta et al., 2019). The presence of relational connections among people may strongly affect their engagement in specific behaviors and processes. Furthermore, quality and effective teamwork can be manifested by interpersonal processes (Carmeli et al., 2009). According to the theory of high-quality connections (Dutton and Heaphy, 2003) interpersonal connection is a vital mechanism to motivate individuals at workplace since it provides them a "sense of being eager to act and capable of action" (p. 6). The

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feeling of psychological safety is upon the foundation of high-quality interactions or bonds exist among people. Good psychological conditions are required in order to enable individuals to be engaged in innovative behaviors (Carmeli and Spreitzer, 2009). Vinarski-Peretz and Carmeli (2011) revealed that these conditions manifested by psychological safety, availability, and meaningfulness are motivating key for employees' engagement in innovative behaviors.

By experiencing a work environment with high-quality connections, the individuals feel safe to openly express their opinions, frankly report failings and mistakes, carelessly take risks without being humiliated because they know they will not lose their confidence, respect, status, or power. Facing positive moods at workplace leads employees to problem-solving skills and creative thinking (Hirt et al., 1997). It has been also evidenced in previous studies that experiencing positive relationships in the work environments such as psychological safety, may contribute to physiological resources results in physical health and a sense of mental and physical strength which is a component of the feeling of vitality and aliveness (Antwi et al., 2019). Similarly, May, Gilson, and Harter demonstrated that engagement can be promoted by psychological safety (May et al., 2004. Kark and Carmeli also revealed the key influence of psychological safety on employee engagement in creativity (Kark and Carmeli, 2009). Thus, the authors posit the following hypothesis:

H2: Psychological safety is positively related to follower engagement in creative work tasks.

## 3.3 Employee Engagement in Creative Work Tasks and Service Innovative Behaviour

Employee engagement in creative work tasks which is potentially valuable for the organizations delineates an essential step towards creativity (Gilson and Shalley, 2004; Antwi et al., 2019). It represents the level to which a follower devotes his or her resources (i.e. time and effort) to creative work activities (Carmeli and Schaubroeck, 2007). According to Kark and Carmeli (2009) creativity includes the invention of new job procedures or technology, new orientation toward decision-making process, creative changes, and novel solutions for business problems.

Service innovative behavior (SIB) has been defined as implementing and producing or adopting useful ideas which begins with identifying a problem and then creating new ideas and solutions (Scott and Bruce, 1994). Additionally, it refers to "employee initiative about the introduction of new procedures, product developments, emerging markets, or combinations of such into the organization" (Amo and Kolvereid, 2005, p. 8). At the individual level, innovation starts with problem recognition and finding a solution (Dhar, 2016). Since recent studies have revealed that service industries (e.g. hotel industry) require their employees to develop innovative ideas in service-delivery processes (Hon, 2011), now it is necessary for hotel employees to demonstrate innovative behavior to achieve sustainable growth and gain a competitive advantage (Dhar, 2016). Research has found that inclusive leadership has a significant effect on employee innovative behaviors (Qi et al., 2019). Recent research indicates that organizational commitment is an antecedent of employee SIB in organizations (Odoardi et al., 2019).

Employee creativity can be viewed as a starting point for service innovation behaviors (Kim and Lee, 2013). With respect to the relationship of creativity and innovation, Ford (1996) developed a theory focusing on the effects of creative actions of employees in organizational and market settings which has been called as a theory of creative action. According to Ford, creative actions of employees may affect procedures and outputs which may resolve the processes and challenges, which appear during the innovation process. This theory also suggests that creativity is a mechanism distinguishing successful innovative process from the less noteworthy efforts. This theory aids to clarify how creative actions develop and support to the using and improvements of new, unique, and innovative remedies in the organization. In his conceptual study, Amabile (1988) also suggested that employee creativity process must be acknowledged as a vital determinant in the process of individual innovation. Although the theoretical explanation confirms the close link between two constructs, the scholars focusing on innovative behaviours have paid limited attention on examining the influence of creativity at employee and group level (Ford, 1996).

Beside the close relationship, engagement is an important antecedent of employee SIB and performance since the employees with higher interest in their work are more likely to achieve persistent developments in their job (Garg and Dhar, 2016; Bhatnagar, 2012; Yeh, 2012). Accordingly, it is rational to assume that employees, who engage in creative actions, are more likely to display innovative behaviors throughout their operation in order to provide excellent service to customers in hospitality work settings. Therefore, the present study suggests the following hypothesis:

H3: Employee engagement in creative work tasks is positively related to employee service innovative behavior.

## 3.4 Serial Mediation and Chain Effect

The mediating role of psychological safety has been tested in several recent studies (Yi et al., 2017; Chugtai, 2016; Guchait, Pasamehmetoglu and Dawson, 2014). For example, Chughtai (2016) gathered data from full-time employees working in major food company in Pakistan and revealed that psychological safety partially mediated the relationship between servant leadership and voice, and negative feedback seeking behavior. In another study, Carmeli et al. (2014) tested the intervening role of psychological safety suggesting that in the presence of transformational leadership, psychological safety is directly and indirectly associated with employees' creative problem-solving capacity via reflexivity. In addition, the intervening role of psychological safety on the positive association of transparent behavior of leaders and employee creativity has been shown by Yi et al. (2017). Employee engagement in creative work tasks has been also considered as a mediator in previous studies (Carmeli et al., 2014; Henker et al., 2015; Zhang and Bartol, 2010). Supported by sequential mediation model, Henker et al. (2015) demonstrated that the effects of promotion focus, and employee creativity is partially mediated by creative process engagement. More recently, research suggests that empowerment has a mediator role between leadership and employee SIB (Dedahanov et al., 2019).

Serial mediation model (Hayes, 2013) which describes how distinct mediator variables of a proposed model are connected together in a particular way along a chain, has been applied and tested in a limited number of previous studies in the hospitality management literature (Huertas-Valdivia et al., 2018; Tongchaiprasit and Ariyabuddhiphongs, 2016). For instance, Huertas-Valdivia et al. (2018) conducted a study among hotel employees and by developing a serial mediation model they

investigated the intervening roles of empowerment and empowering leadership on the indirect effect of high-performance work practices on subordinates' work engagement. Data from two published studies in the organizational behavior and management literature to explain this approach more tangibly and to demonstrate how to understand the instantaneous indirect effect. The first example (Ames & Flynn, 2007, Study 3) relates to the indirect influence of supervisor trait assertiveness on subordinate evaluations of leadership abilities via the achievement of social and instrumental goals. This present empirical study tries to extend knowledge and sheds light on the serial mediation relationship among four variables; that is to consider psychological safety and follower engagement in creativity as two mediators in the association between CL and follower SIB to analyze if serial mediation analyses can support this chain of effects. In this regard, the following hypotheses are posited:

H4: Psychological safety will mediate the relationship between constructive leadership and employee service innovative behavior;

H5: Employee engagement in creative work tasks will mediate the relationship between constructive leadership and employee service innovative behavior;

H6: Upper management's constructive leadership practices are positively associated with their employee service innovative behavior through the chain of the employee's psychological safety and engagement in creative work tasks.


The proposed model demonstrating the hypothesized relationships is presented in Figure1.

```
┌──────────────┐     ┌──────────────┐     ┌──────────────┐     ┌──────────────┐
│ Constructive │ ──▶ │ Psychological│ ──▶ │  Engagement  │ ──▶ │   Service    │
│  Leadership  │     │    Safety    │     │  in Creative │     │  Innovative  │
│              │     │              │     │  Work Tasks  │     │  Behaviour   │
└──────────────┘     └──────────────┘     └──────────────┘     └──────────────┘

                                          ┌ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┐
                                            Control Variables
                                          │ Age, gender, education,
                                                   tenure        │
                                          └ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┘
```
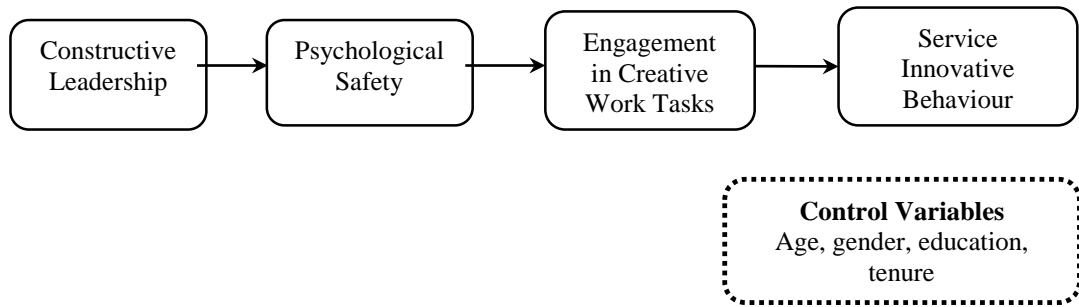
Figure 1: Study model

# Chapter 4

# METHODOLOGY

## 4.1 Deductive Approach

A deductive approach can help researcher to define and elucidate the form of associations and relationships among the variables that researcher working on (Altinay, Paraskevas and Jang, 2015). It can be also described as the process of changing from one subject to a different or from known to unknown component (Saydam, 2017). In addition, deductive method is known as ―Top-Down method and associated with quantitative method (Spangler, 2013). According to Robson (2002) there are five major phases that scholars implementing a deductive technique required to keep an eye on:

1. Construct and build a hypothesis,

2. Show how these hypotheses will be measured,

3. Gauge the hypothesis you would like to measure by experiment or through questionnaires,

4. Scrutinize the particular consequence of the investigation,

5. If needed, adjust the theory in the light of the results.

Induction, also can be acknowledged as 'a progression whereby from practical singulars, perceived by the meanings, one reaches at general themes and philosophies detained by the wisdom (Johnson-Laird and Byrne, 1991: 16). Consistent with these informations, 'sensible singulars, perceived by the senses' are the interpretations and

views of an investigators who builds an assumption from one or more specific fragments of data (Altinay, Paraskevas and Jang, 2015). It is the indication that trigger the investigators to the deduction. An inductive approach offers a number of pros and disadvantages that must be considered when determining which approach to use. One of the most important advantage of using deductive approach is that this approach assists researchers to create and compose a cause–effect bond between specific variables and the way in which individuals understand these variables (Altinay, Paraskevas and Jang, 2015).

## 4.2 Sampling and Procedure

The study assumptions were tested using data acquired from both convenience and judgmental sampling methods of hotel frontline personnel working in five-star hotels in Antalya, Turkey. Several employment positions were represented among the responding personnel, including desk clerk, food and beverage service attendant, door attendant, and housekeeper. With the assistance of their managers, one researcher sent survey packets directly to participating employees. Each participant received a cover letter with a brief summary of the current investigation's purpose and an assurance of confidentiality, as well as a questionnaire.

Following the guidelines of Podsakoff et al. (2003), the research gathered data from the employees in two waves, one-month time lag. The Time I survey consisted of Constructive Leadership (CL) and Psychological Safety scale items, and five questions concerning demographic profiles of respondents. The Time II survey included Employee Engagement in Creative Work Tasks and Service Innovative Behaviour (SIB) scales. Thanks to numerical coding, both Time I and Time II survey instruments were able to be matched.

Totally 496 survey instruments were given to the participants at Time I and 423 (85.2%) of them responded. Afterwards, 423 Time II questionnaires were handed out to the same participants. 364 questionnaires were collected by the end of Time II period. After excluding 3 instruments with reckless answers (notably identical responses, such as 1 for all items) With 4 instruments with partial responses, the sample consisted of 357 frontline staff who completed surveys. with a response rate of 84.3 % of the latter sample and 71.9 % of the former sample. Independent-sample t-tests (p.05) revealed no differences between participating employees who responded to both questionnaires and those who did not participate in Time II. 47 per cent of employees were female and 53 per cent were male. 44 per cent of employees were aged between 18 and 25 years, while 40 per cent were aged between 26 and 35 years, and the rest were older than 35. In terms of education, 13 per cent of the employees had primary school degree and 49 per cent secondary and high school degree. In terms of organizational duration, 21% of respondents worked for their organizations for fewer than three years. Meanwhile, those who worked 3-5 year were 24 per cent and 5 to 10 years were 35 per cent, this represented most of the respondents, and finally 20 per cent worked for more than 10 years.

Table 1: Demographic segmentation of frontline employees

| Employees | Percentage |
|---|---|
| **Gender** | |
| Male | 53.00% |
| Female | 47.00% |
| **Age Group** | |
| 18-25 Years old | 44.00% |
| 26-35 Years old | 40.00% |
| 35+ years old | 16.00% |
| **Education Level** | |
| Primary school degree | 13.00% |
| secondary/high school degree | 49.00% |
| **Years Worked** | |
| Less than 3 years | 21.00% |
| 3-5 years | 24.00% |
| 5-10 years | 35.00% |
| More than 10 years | 20.00% |

## 4.3 Measurement

Six items for CL were drawn from Ekvall and Arvonen's study (1991). Response options for this measure were 'never', 'sometimes', 'quite often', and 'very often/nearly always', concentrating on leadership attitude and style, which one had observed in one's immediate superior.

To measure psychological safety, the five-item scale was adopted from Edmondson (1999). Responses were ranged by utilizing a five-point Likert scale from 1 = 'not at all' to 5 = 'to a large extent'.

Four-item scale generated and utilized by Tierney, Farmer and Graen (1999) and carried out in further explorations, which investigated the levels of individual's engagement in creativity in the work place (Carmeli and Schaubroeck, 2007), was used to measure the respondents' engagement in creative work tasks. Responses or this measure were ranged from 1 = 'not at all' to 5 = 'to a large extent'.

The employee SIB was examined through a 6-item scale developed by Hu et al. (2009). The participants rated this measure on seven-point Likert scale as recommended by past researches (e.g. Dhar, 2016) with potential responses ranging from1-strongly disagree to 7-strongly agree.

All items were primarily developed in English and translated to Turkish through two independent professional bilingual translators. As McGorry (2000) recommended, a back-translation was then sought from another academician who was proficient in both languages to confirm that all item contents were equal cross-linguistically and offered the same context. To verify that each item was clear, the surveys were piloted with a sample of 20 frontline staff. According to the pilot study, the phrasing, measurement scales, and sequence of questions appear to be robust.

Table 2: Measurement parameter estimates

|  | Standardized Loadings | CCR | AVE | Alpha |
|---|---|---|---|---|
| *Constructive leadership* |  | .882 | .601 | .801 |
| CL1 | .82 |  |  |  |
| CL2 | .80 |  |  |  |
| CL3 | .79 |  |  |  |
| CL4 | .81 |  |  |  |
| CL5 | .65 |  |  |  |
| CL6[*] | - |  |  |  |
| *Psychological safety* |  | .888 | .613 | .857 |
| PsySafe1 | .75 |  |  |  |
| PsySafe2 | .82 |  |  |  |
| PsySafe3 | .81 |  |  |  |
| PsySafe4 | .80 |  |  |  |
| PsySafe5 | .74 |  |  |  |
| *Engagement in creative work tasks* |  | .951 | .830 | .912 |
| ECWT1 | .91 |  |  |  |
| ECWT2 | .85 |  |  |  |
| ECWT3 | .98 |  |  |  |
| ECWT4 | .92 |  |  |  |
| *Service innovative behavior* |  | .869 | .526 | .866 |
| SIB1 | .67 |  |  |  |
| SIB2 | .75 |  |  |  |
| SIB3 | .69 |  |  |  |
| SIB4 | .84 |  |  |  |
| SIB5 | .64 |  |  |  |
| SIB6 | .70 |  |  |  |

*Note:* * Dropped item as a result of confirmatory factor analysis. All loading values are significant at the 0.01 level. $\chi^2 = 341.49$; df = 159; $\chi^2/df = 2.14$; CFI= 0.96; GFI= 0.92; TLI= 0.95; RMSEA= 0.057; and SRMR= 0.048. CCR = composite construct reliability; AVE = average variance extracted.

## 4.4 Data Analysis

Convergent and discriminant validity were determined using confirmatory factor analysis (CFA) in accordance with Anderson and Gerbing's recommendations (1988). Additionally, Spearman's correlation analysis was conducted to determine the correlations among the variables of the research. Serial mediation analysis was used to assess the study hypotheses. Hayes' Model (2013) was conducted to test the serial mediation analysis through employing CL as a predictor variable, psychological safety and engagement in creative work tasks as intervening variables, and SIB as the outcome variable. The purpose of mediation analysis is to ascertain the amount to which one or more mediator variables influence some putative causal variable X (Preacher & Hayes, 2010). There are now numerous such methods available, ranging

from straight forward techniques including the causal steps approach made popular by Baron and Kenny (1986) or the Sobel test (Sobel, 1982) to more recent and increasingly popular methods that need fewer unrealistic statistical assumptions, such as the distribution of the product method (MacKinnon, Lockwood, & Williams, 2004) and resampling methods such as bootstrapping (Bollen & Stine, 1990; MacKinnon et al., 2004; Preacher & Hayes, 2004, 2008a; Shrout & Bolger, 2002). Sadly, in the lack of direction from the technique literature, investigators have been evaluating mediation hypotheses involving nonlinear systems of interactions using problematic approaches. One of most frequently used approach is the widely criticized (e.g., Hayes, 2009; MacKinnon et al., 2002; Preacher & Hayes, 2004; 2008a) causal steps approach, which is based on the combination of statistically significant paths in the system and evidence of a difference between nonlinear total and direct effects after controlling for the mediator (e.g., Ames & Flynn, 2007; De Dreu, 2006; Knobloch et al., 2007; Van de Vliert, Schwartz, Sipke, Hofstede, & Daan, 1999). A subgroup analysis following categorical divides on one of the variables has been performed to determine whether criteria for mediation are met in some regions of the data but not in others (e.g., Ames & Flynn, 2007). Categorization of continuous variables and subgroup analysis are difficult to justify and should typically be avoided (MacCallum, Zhang, Preacher, & Rucker, 2002; Newsom, Prigerson, Schultz, & Reynolds, 2003). It is presented by a technique and give computational tools and code for estimating indirect effects in an X, M and Y causal system with nonlinear interactions between causal agents and outcomes. The method that is covered is broad in that it can be applied to any nonlinear model with linear parameters that produces the common quantification of the indirect impact as ab in the case of linear X, M and M, Y routes.

In addition, this research analyzed the mediation effects through employing the bootstrapping technique with the 95% confidence intervals as recommended by Preacher and Hayes (2013). The fundamental idea of this approach could be extended to build strategies for evaluating indirect effects in nonlinear parameterized models. Examples include models in which the mediator or outcome variable is binary or ordered categorical (Huang et al., 2004; Li et al., 2007), but also models in which the functional relationship between two variables cannot be described as the product of a slope and a functionality of a predictor variable.

Bootstrapping has a number of advantages over parametric techniques for investigating indirect effects. Bootstrapping's key advantage is that it relieves the researcher of many of the distributional assumptions required for parametric techniques. Second, simulated studies have compared bootstrapping to alternatives demonstrate that in small to moderate sample sizes, bootstrapping frequently outperforms parametric techniques in terms of statistical power and Type I error rates (Fritz & MacKinnon, 2007; MacKinnon et al., 2004). Third, unlike intervals generated using methods that presume the normality of the statistic's sampling distribution, such as the Sobel test, bootstrap confidence intervals are asymmetric, more accurately approximating the genuine sample distribution of products of normal random variables.

# Chapter 5

# RESULTS OF STUDY

## 5.1 Measurement Results and Descriptive Statistics

As can be observed in Table 1, one item from CL scale was dropped because of low factor loading during the CFA. The results demonstrated that the standardized loading estimates were significant, ranging from 0.64 to 0.92 (p <.05). Additionally, all constructs demonstrated acceptable composite construct reliability (CCR) values ranging from 0.862 to 0.951. The average extracted variance (AVE) values for components ranged between 0.512 and 0.838, indicating acceptable convergent validity. Analyses established that the hypothesized model fit the data satisfactorily (2 =341.49; df = 159; p.01; comparative fit index (CFI) =.96; goodness-of-fit index (GFI) =.92; Tucker-Lewis index (TLI) =.95; root-mean-square error of approximation (RMSEA) =.057; and standardized root-mean-square residual (SRMR) =.048) (Kline, 2015). Overall, the ratio of the AVE in each factor was more than the square of the correlation coefficient among variables, indicating and making sure of discriminant validity (Fornell and Larcker, 1981). Additionally, as shown in Table 2, the correlations between the research variables were in the predicted directions, providing initial evidence for hypothesized associations that can be analyzed in greater detail using Hayes' serial mediation technique.

## 5.2 Test of the Model and Research Hypotheses

This study investigated the effects of CL on employee SIB through their perceptions of psychological safety and engagement in creative work tasks. Our research model's sequence proved the benefit of serial mediation. As a result, a serial mediation model established by Hayes was used (2013). The results demonstrated that CL had a favorable and substantial direct influence on employees' psychological safety ($\beta$=.717, $t = 11.15$, p.001). This finding supported hypothesis 1. Further, the influence of psychological safety on their engagement in creative work tasks was significant positive ($\beta$= .208, t= 2.62, $p < .01$). Thus, hypothesis 2 was also supported. Moreover, the relationship between engagement in creative work tasks and employee SIB was significant and positive ($\beta$= .106, t= 2.59, $p < .01$), which supported hypothesis 3.

Further, the findings displayed that the indirect effect of CL on employee SIB through psychological safety ($\beta$= .127) was also significant as the lower and upper levels of the 95% CI did not include 0 [lower level CI= .021; upper level CI=.253]. Therefore, the research findings present empirical support for hypothesis 4. Accordingly, the indirect influence of CL on employee SIB through employee engagement in creative work tasks was also significant ($\beta$= .030) because the lower and upper levels of the 95% CI did not include 0 [lower level CI= .048; upper level CI= .082]. The findings provided empirical evidence for hypothesis 5.

Finally, the results empirically supported the serial mediation such that the influence of CL on employee SIB via the employees' feelings of psychological safety and engagement in creative work tasks was also significant ($\beta$= .016) and the lower and

upper levels of the 95% CI did not include 0 [lower level CI= .022; upper level CI=

.046]. The findings also provided empirical evidence for hypothesis 6 (see Figure 2)

Table 3: Means, standart deviations and correlations

| Constructs | Means | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|---|---|---|---|---|---|---|---|---|---|---|
| 1.Gender | 1.53 | 0.50 | __ | | | | | | | |
| 2.Age | 1.77 | 0.86 | -.052 | __ | | | | | | |
| 3.Education | 2.32 | 0.79 | .084 | -.076 | __ | | | | | |
| 4.Tenure | 2.56 | 1.04 | .028 | .397** | -.123* | __ | | | | |
| 5.CL | 3.57 | 0.60 | .043 | .013 | .022 | -.122* | __ | | | |
| 6.PsySafe | 3.78 | 0.84 | .057 | .005 | .118* | -.098 | .509** | __ | | |
| 7.ECWT | 3.48 | 1.21 | .016 | .032 | .131* | -.087 | .228** | .232** | __ | |
| 8.SIB | 3.99 | 0.95 | .049 | -.034 | .004 | -.064 | .445** | .357** | .238** | __ |

$R^2 = .259$          $R^2 = .070$          $R^2 = .235$

*H1*          *H2*          *H3*
          **.208**[**]          **.106**[**]
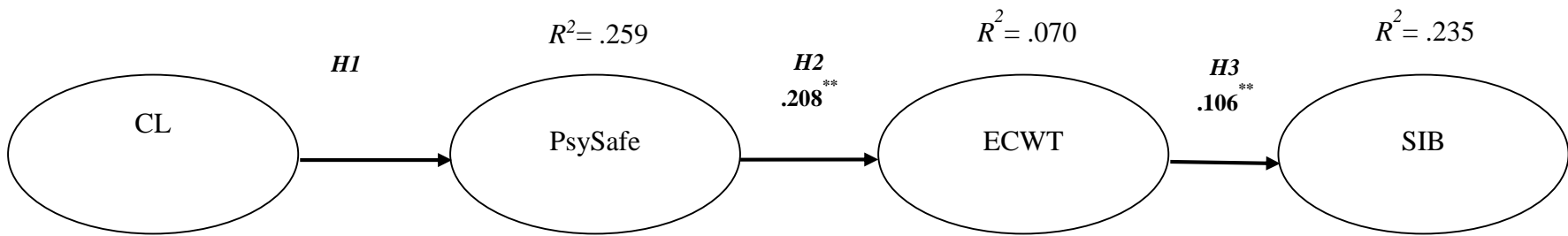
CL → PsySafe → ECWT → SIB

**H4: The indirect effect of CL on SIB through PsySafe**
CL→PsySafe → SIB                                    .127 (.06)
Percentile 95% confidence intervals [Lower bound - Upper bound]          .021 - .244

**H5: The indirect effect of CL on SIB through ECWT**
CL→ECWT → SIB                                    .030 (.02)
Percentile 95% confidence intervals [Lower bound - Upper bound]          .050 - .081

**H6: A serial mediation effect of PsySafe and ECWT**
CL→PsySafe → ECWT →SIB                                    .016 (.01)
Percentile 95% confidence intervals [Lower bound - Upper bound]          .021 - .044

*Note: n* = 357. Number of bootstrap samples for bias corrected bootstrap confidence intervals: 5000. The value corresponding to the indirect effect of CL is estimate (*β*), with standard error appearing in parenthesis. CL= Constructive leadership; PsySafe= Psychological safety; ECWT= Engagement in creative work tasks; SIB= Service innovative behaviour.

[*] *p* < .05, [**] *p* < .01, [***] *p* < .001

Figure 1: Model test results

# Chapter 6

# DISCUSSION

## 6.1 Evaluation of the Findings and Theoretical Contributions

The main purpose of this research was to test the role of CL in employee SIB, and the role of psychological safety and follower engagement in creative work tasks as potential intervening mechanisms which mediate the effect of CL on employee SIB. The results, as predicted, demonstrate that CL has positive and significant effect on employee psychological safety; psychological safety is positively associated to engagement in creative work tasks, and engagement in creative work tasks has a significant influence on employee SIB. Moreover, psychological safety and engagement in creative work tasks mediate the positive relationship among CL and employee SIB. As a result, the current research contributes to the hospitality literature in a variety of ways.

First, despite its importance, the influences of CL on employee job outcomes have been received limited attention in the hospitality literature. Therefore, an exploration of influences of CL is the contribution of the research. Although the potential significance of SIB remains obvious, empirical literature investigating antecedents of SIB in the hospitality industry has been decidedly equivocal (Khaola and Coldwell, 2019; Qi et al., 2019; Dedahanov et al., 2019; Odoardi et al., 2019; Schuckert et al., 2018). In other words, generic employee outcome variables have been explored in greater detail, but employee service-related outcomes have merely lately and scarcely

been discussed in the hospitality literature (Dhar, 2016; Kanter, 1983; Scott and Bruce, 1994). Given the paucity of attention paid to employee SIB in the hospitality literature, current research has begun to cast doubt on the CL-SIB paradigm in order to enhance knowledge and offer new perspectives to researchers and professionals. This study also stresses the call to direct more focus on the role of CL in the hospitality field.

Second, Einarsen et al.(2007) concentrated on a model of management, which can be considered as an elaboration on Blake and Mouton's Managerial Grid (Blake and Mouton, 1990). Within this study framework, the research suggested that the behaviors of leaders can be characterized as destructive leadership or constructive leadership. As the previous study findings suggested that constructive leadership has been underlined as a key antecedent of safety and safety climate in a number of theoretical model (Nielsen et al., 2016), the outcomes of this present work imply that CL has a strong and significant effect on the feelings of employee psychological safety in hospitality organizations, it is advisable that CL practices and its effects on employees can result in a shift in employee feelings of psychological safety, namely, followers led by CL may feel more safety than others. This finding is also in accordance with the reciprocity norm of social exchange theory. Further, the study results supported the empirical findings of very recent leadership studies on employee outcomes, such as inclusive leadership on employee innovative behavior (Qi et al., 2019), paternalistic leadership on innovative behavior (Dedahanov et al., 2019), leadership on commitment and innovative work behavior (Qi et al., 2019), and team-level participative leadership on employee innovation (Odoardi et al., 2019). Other two recent studies also indicated significant effects of transformational leadership on innovation in the public sector of three different countries (Denmark, Netherlands, and

Spain) (Ricard et al., 2017) and leader inclusivity on work-unit performance in hospitals (Hirak et al., 2012).

Third, the present work highlights the influence of psychological safety in increasing employee creativity in the work setting, has received few attentions in the hospitality literature. Particularly, this important finding suggests that when leaders constructively behave towards both the organization and followers, they can develop a safety work climate where employees perceive themselves as psychologically safe to freely express opinion and throw out new, unique, and helpful remedies. Following the guidelines of the theory of high-quality connections, this finding presents further empirical support to the significance of the safety in the hospitality work setting, which triggers employee engagement in creative work tasks. In addition, this study expands past explorations, which addressed psychological situations improving individual engagement in specific tasks (Kark and Carmeli, 2009; Carmeli et al., 2010) by researching the importance of psychological safety in assisting follower engagement in creativity.

Fourth, the data demonstrate that employee participation in creative work tasks has a significant effect on employee SIB, which lends conceptual support to Ford's creative action theory (1996). Despite its importance, empirical investigation on innovation and creativity in the hotel business is ambiguous. Hjalager (2010) stated that scholars in the hospitality area are particularly interested in examining innovative approaches and theories that have been widely accepted in other industries for several decades. Additionally, previous research on creativity and innovation in the hospitality industry has typically relied on a qualitative environment and a sample of students (Horng and Lee, 2009; Johnson, 2009; Khan and Khan, 2009). Therefore, more researches have

been called to empirically explore the hypothesized relationship of creativity and innovation in the service industry (Tierney and Farmer, 2011). This finding showed the significance of employee engagement in creative work tasks for employee SIB as is recommended in the previous researches concerning the association between the constructs (Madjar and Ortiz-Walters, 2008). Overall, this significant result provides empirical evidence for the argument that creativity may be acknowledged as a main factor triggering employee SIB.

Fifth, academic understanding of the processes by which CL promotes employee SIB in hospitality firms is very far from comprehensive search, with several critical components missing. For example, CL's direct effect on employee SIB is not a rational or persuasive argument in and of itself, since Whetten (1989) suggests that researchers must explain causal linkages in a phenomenon by identifying mediators between antecedent and consequence variables. In order to better understand how CL might lead to employee SIB, the findings of this study disclosed this black box by evidently examining the mediator effects of psychological safety and follower engagement in creative work. These results showed that CL promotes employee feeling of psychological safety, which encourages employees to indicate thoughts, speak out opinions, and to question that are related to enhanced creativity in the organization (Edmondson, 1999). This process arrives at employee SIB. By using a serial mediation analysis of Hayes on the relationship between CL and employee SIB, this empirical work expands the hospitality literature, offering a causal chain of psychological safety and engagement in creative work tasks. This finding is also congruent with previous investigations examining the indirect effect of leadership on employee innovative behaviours (Khaola and Coldwell, 2019; Qi et al., 2019).

The casual chain's effect on the CL and employee SIB link has not been explored previously in the hospitality literature, and so this study complements previous research that has focused on the antecedents of creativity and employee SIB in the workplace (Hon, 2011; Schuckert et al., 2018; Carmeli et al., 2010).

Finally, one of the study's significant contributions relates to the study population and sample. To date, SIB construct has been examined in different culture and countries, such as Taiwan, India, USA, and Korea, but East European culture and countries have been ignored by scholars despite its large population. Therefore, this study expands the knowledge of antecedents of SIB through collecting data from full time workers of 5-star hotels in Turkey.

## 6.2 Managerial Implications

This research presents some important contributions for hospitality leaders. First, leadership style is important and can encourage employees to display SIB through psychological safety and creative work tasks. CL is critical for employees to perceive psychologically safe. Therefore, hospitality managers need to know the effect of their leadership approach on followers' psychological safety. In this sense, they should constructively behave towards employees by following CL style principles due to being conscious regarding the significant link between leadership style and employee psychological safety. In order to ensure about their leadership styles perceived by employees, they need to obtain feedback from their subordinates in the workplace through utilizing survey instruments. Second, because there are high demands, which should be satisfied in the limited time, it may become a growing issue for supervisors and leaders to conduct and develop a safety work climate to make your voice heard and discourse creative viewpoints of followers in the complicated and unpredictable

work environment. Uncertainty problems can hinder employee innovation, which can have a detrimental effect on both the employee and the organization. As a result, leadership in promoting psychological safety is particularly critical in the highly competitive and complicated hospitality business. Hotel managers could educate guests on how they can use CL to foster psychological safety among employees, which results in increased follower involvement in work-related creativity. Finally, the amount of innovation in the hotel industry is quite low (Ottenbacher, 2007) since creative work tasks and innovative behaviours are perceived as risky and hazardous, and so, this process is depart from traditional procedures. Majority of individuals resist changing because they psychologically hesitate about the uncertain and ambiguous situation (Hon, 2011), which in turn obstructs employee service innovative behaviour.

Despite the obstacles and winces, the findings of this research propose that CL style ensuring psychological safety climate in hotel organizations may probably play a significant role in mitigating uncertainty challenge. To illustrate, individuals are more likely to take higher risk if they perceive psychological safety (Nielsen et al., 2016). Therefore, besides concentrating on developing safety feeling of employees, managers following CL practices need to also provide employees with a comprehension of the scale of risks and the possible outcomes of the risky attitude clearly. Hotel managers should not hide a knowledge, which should be known by followers as well. They need to show constructive and obvious behaviours. The leadership behaviours enable employees to realize the necessary of changing in promoting innovation and present them the needed support from their leaders to cope with the obstacles and problems when the employees demonstrate service innovative behaviours. To accomplish sustainable development and ensure competitive advantage in the industry, it is fundamental for hotel employees to show SIB (Dhar, 2016). Therefore, hotel managers

need to pay more attention to conduct psychological safety climate and employee engagement in creativity, which in turn results in SIB by accordingly following CL practices in order to increase hotel competitive advantage.

Lastly, the practical suggestions are vital for hospitality management in Turkey, since CL ensuring psychological safety climate, employee creativity, and innovative behaviors could be remedy for the development of the country's hospitality industry, which needs for more empirical study proposing applicable and suitable practical suggestions.

## 6.3 Limitations and Future of Research Suggestions

Though this work changes the understanding of antecedents of employee SIB in the hospitality field, it has several limitations indicating avenues for further investigation. To begin, this study is still susceptible to common method bias, as data were obtained from the same source, although the risk of this bias influencing the study's findings is significantly reduced by the use of time lag and CFA. An expanded data gathering process in future investigations may be utilized to test causalities more cautiously.

Second, because this study's data were gathered from five-star hotels in Antalya, Turkey, cultural differences may have an effect on the postulated associations in our study model. Replication explorations with greater cultural, industrial, and geographical discrepancy including other countries may be undertaken in order to acquire a better grasp of the research model's generalizability and limits under specific situations. Additional study avenues include a cross-cultural assessment of the suggested model's validity.

Third, further study could also investigate other determinants of the hospitality work setting, apart from safety and creativity, which can trigger SIB. Additionally, additional research is needed to determine under what situations CL behaviors are perpetuated and how this leadership style affects employee SIB throughout time. Thus, exploring potential modifiers that can either strengthen or weaken the association between CL and employee SIB (e.g. perceived organizational support) would be beneficial.

Fourth, additional research should be conducted to examine the implications of employee SIB on organizational resultants like as competitive advantage and profitability. Additionally, our current work highlights the importance of further empirical research into the role of CL as a predictive variable in the hospitality industry.

Finally, in this study, the CL was applied at the level of employees in order to ascertain the effectiveness of this leadership style. A possible direction for future research is to conduct a multilevel analysis of the influence of CL at the institutional level in order to contribute more generalizable findings. Hierarchical linear modeling may prove to be an advantageous technique for analyzing multilevel data.

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# APPENDIX

# Questionnaire

Eastern
Mediterranean
University
*"For Your International Career"*

**Dear Participant;**

I invite you to participate in a research study entitled (specify): Serial Mediation Mechanism of Service Innovative Behaviours in the Hotel Industry: Effects of Constructive Leadership, Psychological Safety and engagement in creative works.

I am currently enrolled in the Tourism Management PhD program at Eastern Mediterranean University in North Cyprus, and am in the process of writing my PhD Thesis. We kindly request that you evaluate this study we have carried out in Antalya Turkey.

Your participation in this research project is completely voluntary. You may decline altogether, or leave blank any questions you do not wish to answer. Your responses will remain confidential and anonymous. Data from this research will be kept under lock and key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire.

If you agree to participate in this project, please answer the questions on the questionnaire as best you can. It should take approximately *(10 minutes)* to complete.

Thank you for your assistance in this important endeavor.

Sincerely yours,

Ezel Köle

**Contact Address**

**Section 1**

| | Constructive Leadership | Never | Sometimes | Quite often | Nearly always |
|---|---|---|---|---|---|
| 1 | My leader defines and clearly explains work assignments to you and your coworkers | | | | |
| 2 | My leader gives recognition for good performance | | | | |
| 3 | My leader gives clear instructions | | | | |
| 4 | My leader encourages innovative thinking | | | | |
| 5 | My leader accepts new ideas | | | | |
| 6 | My leader encourages co-operation | | | | |

| | Psychological Safety (Please indicate your responses on a five-point scale ranging from 1 = 'not at all' to 5 = 'to a large extent'). | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| 1 | I am able to bring up problems and tough issues | | | | | |
| 2 | People in this organization sometimes reject others for being different | | | | | |
| 3 | It is safe to take a risk in this organization | | | | | |
| 4 | It is easy for me to ask other members of this organization for help | | | | | |
| 5 | No one in this organization would deliberately act in a way that undermines my efforts | | | | | |

| | Engagement in Creative Work Tasks (Please indicate your responses on a five-point scale ranging from 1 = 'not at all' to 5 = 'to a large extent'). | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| 1 | Demonstrate originality at my work | | | | | |
| 2 | Try out new ideas and approached to problems | | | | | |
| 3 | Identify opportunities for new products/processes | | | | | |
| 4 | Generate novel, but operable work-related ideas | | | | | |

| | Employee Service Innovative Behaviour (Please indicate your responses on a seven-point scale ranging from 1 = 'strongly disagree' to 7 = 'strongly agree'). | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | |

| 1 | At work, I come up with innovative and creative notions | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 2 | At work, I propose my own creative ideas and convince others | | | | | | | |
| 3 | At work, I seek new service techniques, methods, or techniques | | | | | | | |
| 4 | At work, I provide a suitable plan for developing new ideas | | | | | | | |
| 5 | At work, I try to secure the funding and resources needed to implement innovations | | | | | | | |
| 6 | Overall, I consider myself a creative member of my team | | | | | | | |

**Section 2**

*Demographic Characteristics:*

**1. Age:**

( ) 18-27　　　　　( ) 28-37　　　( ) 38-47　　　( ) 48-57
( ) 58 and above

**2. Gender:**

( ) Female　　　　( ) Male

**3. Education:**

( ) Secondary School　　　( ) High School　( ) Two-Year College Degree

( ) Four-Year College Degree　　　　( ) Graduate Degree (Master/PhD)

**4. Organizational Tenure in This Hotel:**

( ) less than 1 year　　　( ) 1-5 years　　　　( ) 6-10 years
( ) 11-15 years　　( ) 16-20 years　　( ) more than 20 years

**5. Organizational Tenure in This Sector:**

( ) less than 1 year　　　( ) 1-5 years　( ) 6-10 years　　( ) 11-15 years

( ) 16-20 years　　　( ) more than 20 year

**6.Department:**

(   ) Food and Beverage (   ) Front Office   (   ) Housekeeping

( ) Human Resources Management       (   ) Sales & Marketing        (   ) Others

**7. Number of star:**

(    ) 5 star hotel          (    ) 4 star hotel