

Moderating role of leader-member exchange in the effect of innovative work behavior on turnover intention*

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Abstract

This study aims to determine whether leader-member exchange has a role in the effect of innovative work behavior on turnover intention. Innovative work behavior refers to the tendency of employees to engage in innovative actions such as making suggestions, generating new ideas, and improving work processes. Turnover intention represents an employee's voluntary desire to turnover intention. Leader-member exchange refers to the factors such as leadership support, communication, and trust that influence employee commitment and performance within the organization. The hypotheses of the study were tested on 460 white-collar employees at companies. In the study, 3 scales were used: innovative work behavior scale, turnover intention scale, and leader-member exchange scale. The structural equation model was preferred for the study. As a result of the study, it was noted that innovative work behavior affected leader-member exchange positively and leader-member exchange had a low level of effect on innovative work behavior and turnover intention. Additionally, it was discovered that professional respect, as a sub-dimension of leader-member exchange, affected idea realization and idea generation directly and indirectly.

Keywords: innovative work behavior, leader-member exchange, turnover intention

JEL classification: M10, M12, M19

* Received: 03-03-2023; accepted: 29-06-2023

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1. Introduction

This research aims to analyze the connection between turnover intention and innovative work behavior and to reveal the moderating effect of leader-member exchange on this connection. Considering that innovative work behavior aims to develop among business environments and adapt to periods of change, it is crucial for organizations. For the research conducted, the first hypothesis is: *Innovative work behavior positively affects leader-member exchange*. The second hypothesis is: *Leader-member exchange is a mediating variable between innovative work behavior and turnover intention*. The third hypothesis is: *Leader-member exchange negatively affects turnover intention*. The findings of this research show in a limited scope that leaders can reduce the level of turnover intentions by encouraging innovative work behavior. Besides, considering that factors such as leader-member exchange affect the perception of equality and justice in organizational relationships, the results of this study suggest the improvement of leader-member exchange may have a mitigating effect on turnover intention. The conceptual framework of this research focuses on innovative work behavior and leader-member exchange. Innovative work behavior is defined in a limited framework as new idea generation, innovation, and development of business processes by employees in the workplace. On the other hand, leader-member exchange refers to the interactions of leaders with their employees within the scope of the research. It was assumed that these interactions can occur when leaders guide, support, reward, criticize, etc. their employees. The main topic of this research is based on testing the role of leader-member exchange as a moderator in the effect of innovative work behavior on the turnover intention with structural equation modeling. According to this topic, the leader-member exchange can decrease the turnover intentions of the employees by increasing their participation in innovative work behavior. Hence, fostering robust leader-employee interactions is likely to engender heightened levels of innovative work behaviors among employees while concurrently reducing their turnover intention. In this context, the scales were used to measure innovative work behavior, turnover intention, and leader-member exchange. The innovative behavior scale is used to measure the innovative work behaviors of employees. The turnover intention scale, on the other hand, is used to measure the employees' dissatisfaction at work and turnover intentions. Leader-member exchange scale is used to measure the interactions of leaders with their employees. Understanding and managing the factors that influence employees' intention to remain employed is a significant contemporary issue for organizations (Allen et al., 2010). In particular, fostering innovative work behavior and supporting employees in this regard are closely associated with creating a sustainable work environment (Scott and Bruce, 1994). The findings of this research demonstrate that leader-member exchange can moderate the impact of innovative work behavior on turnover intention. This highlights that leader-member exchange is a current research area addressing an important issue for businesses (Erdogan and Bauer, 2010).

This study consists of 5 chapters. After the motivation given in the introduction part, the summary of the literature is included in the second part in parallel with the keywords. While the third section contains information about the methods used in the analysis, the fourth section consists of the results of the analysis. In the last section, there are conclusions and recommendations regarding the study.

2. Literature review

The literature on the moderating role of leader-member exchange in the relationship between innovative work behavior and turnover intention provides valuable insights into the dynamics of organizational behavior. Prior research has emphasized the significance of understanding and managing factors that influence employees' intention to remain employed. In this context, innovative work behavior has emerged as a critical factor for organizations seeking to create a sustainable work environment. Studies have highlighted the positive impact of encouraging and supporting employees' innovative work behavior on reducing turnover intention. Moreover, leader-member exchange, characterized by interactions between leaders and employees, has gained attention as a crucial contextual factor in this process. It is suggested that a high-quality leader-member exchange, characterized by trust, support, and fairness, can enhance the positive effects of innovative work behavior on reducing turnover intention. Therefore, investigating the moderating effect of leader-member exchange in this connection is of utmost importance for organizations aiming to foster employee engagement and retention.

2.1. Innovative work behavior theory

The concept of innovative work behavior is based on the concept of innovation and aims to adapt to periods of change both organizationally and individually in business environments and to develop. Since the 1970s, researchers have tried to understand the concept of innovation and technological processes by conducting many studies in this field, especially in industrialized countries (Link and Bozeman, 1991).

Innovative work behavior is defined as the act of creating new ideas, products and processes. De Jong and Den Hartog (2010) state that this concept includes not only idea generation but also the steps of the implementation of ideas. Innovation is an important factor that ensures success in organizations and as Kanter (1988) states, the innovation process consists of four steps as follows: generating the idea, establishing the necessary structure, implementing the application example, and disseminating the new products or methods within the organization. The creativity and different perspectives of the organizational employees are important in this process. Shanker et al. (2017) study draws from organizational climate theory

and focuses on the organizational climate for innovation as the main independent variable. It demonstrates that innovative work behavior mediates the correlation between organizational climate for innovation and organizational performance (Shanker et al., 2017). Bos-Nehles et al. (2017) emphasize the importance of innovative work behavior for organizations to achieve their goals of existence in changing environments and state that organizations can gain a competitive advantage by improving their processes. Muchiri et al. (2012) define innovative work behavior as the sum of all employee behaviors aimed at implementing new knowledge, ideas and practices within the organization. This study draws attention to the fact that it is important not only to adopt the innovative approach but also to put it into practice (Muchiri et al., 2012).

In this regard, it is safe to say that the studies by Muchiri et al. (2012) and Bos-Nehles et al. (2017) are complementary. The study conducted by Bos-Nehles et al. (2017) focuses on the importance of innovative work behavior for organizations, while the study by Muchiri et al. (2012) focuses on how to implement this behavior in the organization. On the one hand, Bos-Nehles et al. (2017) state that innovative work behavior helps organizations to achieve their goals to exist in changing environments, improve processes and gain competitive advantage. Woods et al. (2018), on the other hand, state that innovative work behavior is a unique organizational concept that will enable employees to use and encourage their creative and innovative potential. This study points out that innovative work behavior is the result of ways of introducing and presenting current and improved ways of doing things, enabling the implementation of ideas for better procedures, practices or products. Töre (2019) defines the content of innovative work behavior as the holistic structure of behaviors that follow technological developments, develop appropriate strategies, support idea-generation processes and provide opportunities to the individuals within the organization. The study of Akhavan et al. (2015) adopts an integrated theoretical view, considering socio-psychological situations such as the perception of diminished knowledge authority, the desire for reputation advancement, intrinsic satisfaction derived from assisting others, social network connections, and trust are identified as factors influencing knowledge-sharing behaviors (Akhavan et al., 2015). Moreover, the study of El-Kassar et al. (2022) focuses on knowledge hiding (KH) as a concept, exploring its antecedents and outcomes. It examines the role of human resources HR practices and employees' perceived organizational encouragement for fostering creativity as factors that influence KH, along with their subsequent impacts on employee creativity, behavior characterized by innovation, and performance in tasks (El-Kassar, et al., 2022).

2.2. Leader-member exchange theory

The first study on leader-member exchange is the vertical dyad linkage theory developed by Dansereau et al. (1973) and Bulut (2012). In the study by Dansereau et al. (1975) arguing that leader behaviors are individual-oriented rather than group-oriented, the main hypothesis suggests that leaders differ in the way they manage their followers (Dansereau et al., 1975). According to the hypothesis, leaders provide some followers (in-group) with whom they have developed close relationships with more negotiating latitude than other followers (out-group) (Arslantürk, 2008). In the first part of the theory, which is analyzed in four parts by the researchers, it is stated that the leaders develop different relationships with each follower and how the leaders treat their followers is discussed. The different relationships developed by the leader are analyzed in the second part. While how one staff group works with another staff group in order to get along with each other is discussed in the third part, the last part focuses on the regulation of dyadic relationships between bigger groups as well as dyadic relationships (Aytekin, 2016).

The vertical dyad linkage theory was renewed by Dansereau et al. (1975) as leader-member exchange theory in 1975 (Karcıoğlu and Kahya, 2011). In the leader-member exchange theory focusing on the mutual relations of the hierarchical dyad of leader and follower, the focal point lies in highlighting that leadership is not an inherent attribute possessed solely by an individual, but rather a relational construct wherein one person assumes the role of leading while others willingly consent to follow (Bauer and Graen, 1996).

In previous leadership studies, it is assumed that the leader treats all followers equally (Graen and Uhl-Bien, 1995). Nevertheless, it is stated that this assumption is incorrect and that leaders may exhibit different behaviors to different followers (Dansereau et al., 1973). On the other hand, Dansereau et al. (1975) state that leaders treat some of their subordinates in the role of a leader and others only in a manager role. This indicates that leaders exhibit different behaviors among their followers (Çekmecelioğlu and Ülker, 2014).

This theory claims that a leader establishes different connections with each member and interacts with each member differently. Leader-member exchange theory has brought a new dimension to leadership research and emphasized the leader's relationship with each member by differing from the traditional understanding of leadership approaches (Scandura et al., 1986; Martin et al., 2005). The studies conducted by Dansereau et al. (1975) and Graen and Schimann (1978) also supported the ideas of leader-member exchange theory (Dansereau et al., 1975; Graen and Schimann, 1978). These studies have shown that there are differences in leader-member exchange and that the characteristics of the relationship of leaders with members can determine leadership effectiveness. In another aspect, the studies by Sparrowe et al. (1997) and Hooper and Martin (2008) have indicated that the

concepts of resource exchange and emotional support suggested by the leader-member exchange theory can increase leadership effectiveness.

Leader-member exchange is affected by many factors, one of which is that leaders have limited time. Due to limited time, leaders are unable to be involved in quality interaction with each member and they attempt to include some members in the in-group by prioritizing them (Yu and Liang, 2004). Moreover, the working conditions of the organization can also affect the quality of interaction. Long-term working opportunities between leader and member can lead to high-quality interactions, whereas shorter interactions due to factors such as high staff turnover can reduce the quality of interactions (Morrow et al., 2005). Besides, the number of groups is another factor affecting the leader-member exchange. As the number of groups increases, it may become impossible for the leader to be involved in quality interaction with each member (Schyns et al., 2005).

Among the studies on the dimensions of leader-member exchange, Dienesch and Liden (1986) propose a three-dimensional model consisting of contribution, loyalty and emotional interaction components (Dienesch and Liden, 1986). Davis and Gardner (2004) have supported this three-dimensional model and added professional respect as an additional dimension to the model (Davis and Gardner, 2004). The four-dimensional structure (contribution, loyalty, affect, professional respect) proposed by Liden and Maslyn (1998) is widely accepted in leader-member exchange studies (Liden and Maslyn, 1998). Danesh and Huber (2022) seeks to describe the current state of leadership and leader-member exchange theory in dentistry, develop a new conceptual model of leader-member exchange specific to new dentists, and emphasize the significance of augmenting leadership development programs for this group (Danesh and Huber, 2022). The other paper of Varma et al. (2022) addresses the transformation of supervisor-subordinate relationships in the context of remote work, providing insights into the implications of this change and the need for HR development programs. It also suggests directions for future research in this area (Varma et al., 2022).

2.3. Turnover intention theory

Turnover intention theory attempts to determine turnover intentions of employees by considering factors such as job dissatisfaction, organizational commitment and alternative employment opportunities (Chiat and Panatik, 2019). In pioneering studies regarding the subject, Steers et al. (1979) suggest that turnover decisions depend on personal and work-related factors. Later, Bluedorn (1982) and Price (1977) have argued that turnover depends not only on individual factors but also on organizational and structural factors. According to Bluedorn (1982), organizational factors include factors such as internal pathways for advancement (e.g. technology, promotion and transfer opportunities) and emergent structures (e.g. creation and

conflicts). Perceptions of individuals on these factors lead to their emotional, cognitive and behavioral responses. Price (1977), on the other hand, argues that organizational commitment, satisfaction and attitude are the determining factors in turnover decisions. Apart from these arguments, other researchers have also examined the factors affecting turnover decisions. For instance, March and Simon (1958) argue that the turnover decision is based on cost and benefit calculations. Flowers and Hughes (1973) have found that factors such as organizational justice, equality and inhumane treatment affect turnover decision. Cho et al. (2009) show that perceived organizational support, perceived supervisor support and organizational commitment reduce turnover intention and only perceived organizational support positively affects the intention to stay. These results indicate a significant association between employees' workplace attitudes and behaviors and the levels of support provided by the employer, as well as their organizational commitment. The findings of this research align with the study conducted by Jun et al. (2006). Jun et al. (2006) examine the factors on job satisfaction and turnover intention of nurses and emphasize the importance of variables such as psychological empowerment (Larrabee et al., 2003). The findings of this study suggest that job dissatisfaction is the main predictor of turnover intention and psychological empowerment is a significant predictor of job satisfaction. In a study conducted by Heinen et al. (2013) with a wide range of participants, the turnover intention of nurses is associated with factors such as nurse-physician relationship, leadership, involvement in hospital-related matters, advanced age, femininity, full-time work and burnout. Based on the results of this study, burnout is consistently associated with the turnover intentions of nurses in Europe, while the weight of the sub-factors varies according to the socio-economic status of the countries (Heinen et al., 2013).

3. Methodology

The research was prepared in the form of online questionnaire via Google Forms and the participants filled in the online questionnaires. In this study, IBM SPSS AMOS 26.0 analysis program was used for structural equation modeling and path analysis. The fit indices was used to appropriate model selection in the path analysis. The short brief of the fit indices was introduced the sub-chapters.

3.1. Goodness-of-Fit Index (GFI)

The GFI statistic was introduced to overcome the problem that the Chi-Square statistic increases as the sample grows and is affected very little by the sample size. It is basically the result of the ratio of the model covariances and variances to the measured variance and covariance. In summary, it is a proportional comparison of what is real and what is modeled (Maiti and Mukherjee, 1991). GFI value varies

between 0 and 1. If $0.90 \leq GFI$, the model is considered to be in good fit (MacCallum and Hong, 1997; Bayram, 2010).

The GFI formula is included in Eq. 1 (Bayram, 2010).

$$GFI = 1 - \left(\frac{X_m^2}{X_b^2} \right) \quad (1)$$

– m ; tested model; b ; independent model.

3.2. Comparative Fit Index (CFI)

Initially, a threshold value of 0.90 was accepted, and later a value of 0.95 was determined as an indicator of goodness of fit (Bentler and Bonnet, 1980). Since it is the statistic least affected by sample size, it is used in almost all package programs (Fan et al., 1999).

The CFI formula is included in Eq. 2 (Bayram, 2010).

$$CFI = 1 - \frac{X_m^2 - sd_m}{X_b^2 - sd_b} \quad (2)$$

– m ; tested model, b ; independent model, sd ; degree of freedom.

3.3. Standardized root mean square residual (SRMR)

The standardized root mean square residual (SRMR) serves as the standardized effect size for assessing overall model misfit in covariance structure models. It provides an estimate of the average standardized residual covariance across the population (Maydeu-Olivares et al. 2018).

The GSRMR formula is included in Eq. 3 (Bayram, 2010).

$$SRMR = \sqrt{\frac{2}{p(p+1)} \sum_{i \leq j} \{ (s_{ij} - \sigma_{ij}(\theta)) \}^2 / s_{ii} s_{jj}} \quad (3)$$

$\sigma_{ij}(\theta)$; is th element of $\Sigma\theta(i,j)$.

3.4. Bayesian information criterion (BIC)

Bayesian information criterion (BIC) is commonly employed for model comparison in various statistical modeling domains such as multiple regression, generalized

linear models, and other related areas. The preferred model should exhibit a lower BIC value compared to both the saturated model and the independent model, while the saturated model should demonstrate a lower BIC value than the independent model (Bollen et al., 2014).

Hypotheses of the Study;

H1: Innovative work behavior positively affects leader-member exchange

This hypothesis posits that there is a positive relationship between employees' engagement in innovative work behavior and the quality of leader-member exchange within the organizational context. The underlying assumption is that when employees actively engage in generating new ideas, initiating and implementing innovative practices, it creates opportunities for positive interactions and exchanges with their leaders. Such interactions may involve leaders recognizing and valuing employees' innovative contributions, providing support and guidance, and fostering an environment of open communication and collaboration.

H2: Leader-member exchange is a mediating variable between innovative work behavior and turnover intention

This hypothesis proposes that the relationship between employees' engagement in innovative work behavior and their turnover intention is mediated by the quality of leader-member exchange. Understanding the mediating role of leader-member exchange can provide valuable insights for organizations to design interventions and strategies that promote positive leader-employee interactions, ultimately reducing turnover intention and enhancing employee retention.

H3: Leader-member exchange negatively affects turnover intention.

This hypothesis suggests that organizations that prioritize and invest in building positive leader-member exchange relationships are likely to observe lower turnover intention among their employees. By understanding the negative impact of poor leader-member exchange on turnover intention, organizations can focus on improving the quality of these relationships, fostering trust and support, and ultimately enhancing employee retention. It posits that when leaders establish positive and supportive relationships with their subordinates, characterized by trust, open communication, and fair treatment, employees tend to be more inclined to develop a sense of attachment and commitment to the organization.

4. Empirical data and results

This study was conducted on 460 white-collar employees in October-December 2021 in Turkey. 3 different scales were used for the research. The structural

equation model determined after the conducted analysis was used for the research. In the research, a questionnaire consisting of 17 statements developed by De Jong and Den Hartog and translated into Turkish by Kör (2015) used for Innovative Work Behavior. Another questionnaire used is the Turnover Intention Questionnaire developed by Cammann et al. (1979) in 1979 and consisting of 3 questions. This questionnaire was translated into Turkish by Gül et al. in 2008. The last questionnaire used in the study is the LMX questionnaire developed by Liden and Maslyn (1987) in 1998 and consisting of 12 questions. This questionnaire was translated into Turkish in 2010 by Baş et al.

4.1. Structural Equation Model

Table 1 presents the model fit criteria for the Structural Equation Model. The fit indices, including CMIN/DF, CFI, GFI, SRMR, and BIC, were used to evaluate the goodness of fit for three different models.

Table 1: Model Fit Criteria

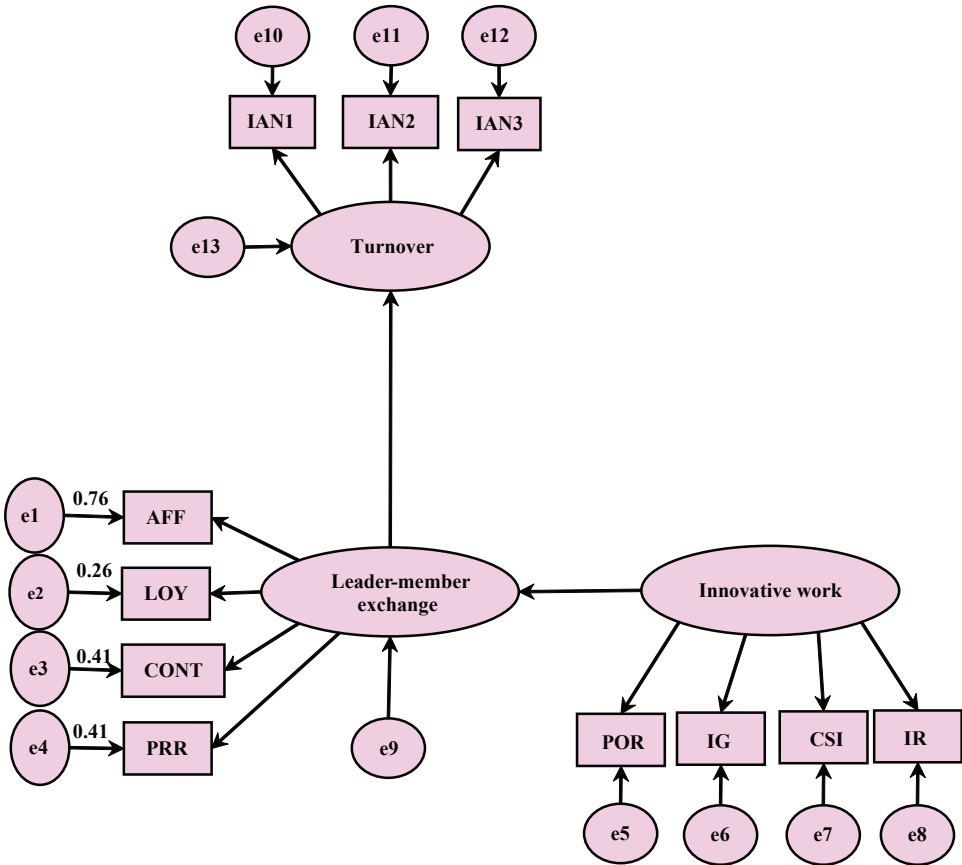
Model	CMIN/DF	CFI	GFI	SRMR	BIC
Default model	3.94	0.97	0.94	0.05	312.89
Saturated model					404.66
Independence model					3936.34

Note: Level of freedom: df, CMIN: Chi-Square

Source: Author's calculation

CMIN/DF values between 2 and 5 represent a reasonable model fit (Marsh and Hovecar, 1985). According to Table 1, the fit indices show that the model is a good fit. Therefore, our model was accepted.

Figure 1. Structural equality results



Source: Author's elaboration

Explanation of abbreviations:

- IAN1: Job satisfaction
- IAN2: Job stress
- IAN3: Organizational commitment
- AFF: Affect
- LOY: Loyalty
- CONT: Contribution
- PRR: Professional respect
- POR: Problem and/or opportunity recognition
- IG: Idea generation
- CSI: Creating support for idea
- IR: Idea realization

Figure 1 shows that the factor loadings of the latent variable of innovative work behavior range between 0.89 and 0.92, the factor loadings of the latent variable of leader-member exchange range between 0.51 and 0.92, and the standardized regression coefficients of the latent variable of turnover intention range between 0.70 and 0.90.

When the standardized regression coefficients are examined, innovative work behavior positively affects leader-member exchange as 0.079 and this exchange negatively affects turnover intention as -0.12. Standardized regression coefficients around 0.10 are defined as small effects, around 0.30 as medium effects and coefficients above 0.50 as large effects, and there are no sharp boundaries between these values. For example, there are no sharp boundaries between 0.49 and 0.50 (Korkmaz et al. 2015; Olcay et al., 2021). Accordingly, while the effect of innovative work behavior on leader-member exchange is large, the effect of leader-member exchange on turnover intention is small. Therefore, hypotheses h1, h2 and h3 are accepted.

4.2. Path analysis

The fit indices of three different models, namely the Default model, Saturated model, and Independence model, were evaluated using the criteria of CMIN/DF, CFI, GFI, SRMR, and BIC. These fit indices are commonly accepted statistical measures used to assess the good of fit of a model.

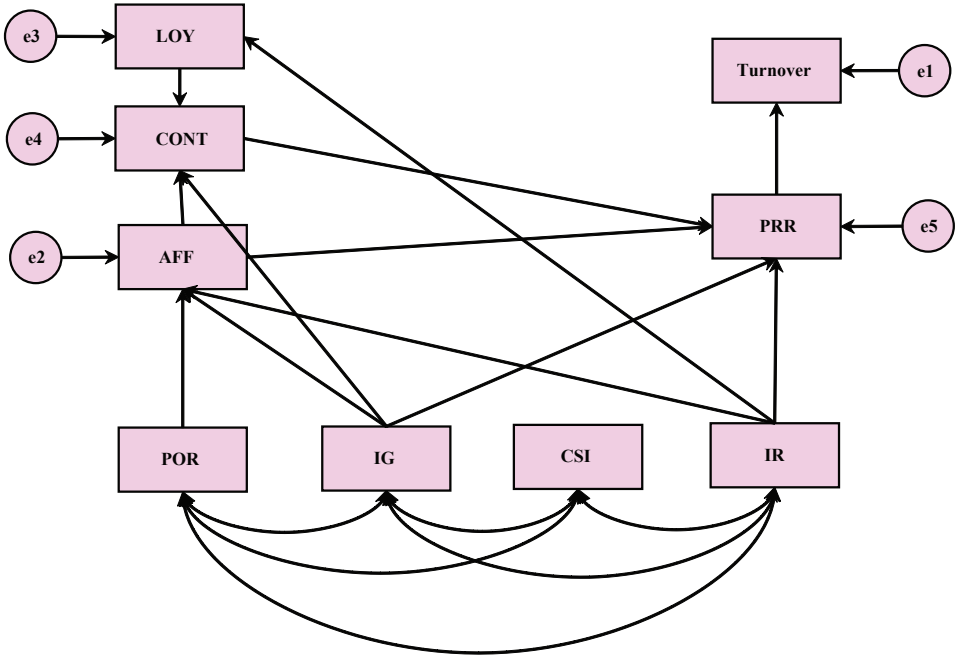
Table 2: Model Fit Criteria

Model	CMIN/DF	CFI	GFI	SRMR	BIC
Default model	3.33	0.99	0.97	0.04	225.64
Saturated model					275.90
Independence model					3245.93

Source: Author's calculation

According to Table 2, the fit indices show that the model is a good fit. Therefore, our model was accepted.

Figure 2: Path analysis results



Source: Author's elaboration

From the standardized regression coefficients, it was again determined that the correlation between problem and/or opportunity recognition and idea generation was 0.84; the correlation between creating support for the idea and idea realization was 0.87; and the correlation between problem and/or opportunity recognition and idea realization was 0.81. In short, it is observed that there is a correlation between the sub-dimensions of innovative work behavior. From the sub-dimensions of leader-member exchange, it is asserted the standardized regression coefficient positively influences affect, loyalty and contribution as 0.27 and 0.41, respectively. Affect influences professional respect both through contribution and directly. In brief, when the sub-dimensions of leader-member exchange are examined, it is observed that there is a regression effect directly or indirectly on professional respect. It is a sub-dimension of leader-member exchange, is directly and indirectly influenced by idea realization and idea generation. When the standardized regression coefficients are examined, Professional respect alone negatively influences turnover intention as -0.12. The model explains 0.1% of the total change in the turnover intention variable.

5. Results and discussion

When the factor loadings are examined as a result of the analysis, it is observed that innovative business behavior is related to problem and/or opportunity recognition, idea generation, creating support for the idea and idea realization. Analyses show that innovative work behavior positively affects leader-member exchange. The first hypothesis is supported in this study. Nevertheless, it is observed that to this exchange negatively affects turnover. Studies supporting the hypothesis that innovative work behavior positively affects leader-member exchange indicate that leaders' encouragement and support of employees' innovative work behaviors strengthen the leader-member relationship. These studies emphasize the association between leader-member exchange and innovative work behavior, highlighting that creating an environment where leaders value, support, and encourage employees fosters increased participation in innovative work behaviors, thus enhancing leader-member exchange. In this context, the effective utilization of leadership skills by leaders to promote innovative work behaviors serves as an important means to strengthen leader-member exchange and achieve positive outcomes within organizations. Second hypothesis stating that leader-member exchange acts as a mediating variable between innovative work behavior and turnover intention has received considerable support in the academic literature. Multiple research studies have provided evidence that the strength of the bond between leaders and employees plays a crucial role in the relationship between innovative work behavior and turnover intention. By fostering a positive exchange relationship, leaders can create an environment where employees feel valued, supported, and encouraged to engage in innovative work behaviors. This, in turn, leads to reduced turnover intention among employees. The mediating role of leader-member exchange highlights the significance of strong and supportive leadership in facilitating the positive effects of innovative work behavior on organizational outcomes, such as reduced turnover intention. Third hypothesis is supported and it is observed that innovative work behavior has a large effect on leader-member exchange, while the effect of this exchange on turnover is low. Leader-member exchange negatively affects turnover intention hypothesis has received considerable support in the academic literature. Several studies have demonstrated that the quality of the relationship between leaders and employees has an important effect in influencing turnover intention. When leader-member exchange is positive, characterized by trust, support, and effective communication, employees are more likely to develop a sense of loyalty, job satisfaction, and commitment to the organization, which in turn reduces their intention to leave the organization. These studies highlight the importance of fostering strong and supportive leader-member relationships as a means of mitigating turnover intention and promoting employee retention. On the other hand, studies that have found weak or negative leader-member exchange relationships have reported higher levels of turnover intention among employees. These findings underscore the significance of cultivating positive and supportive

leader-member interactions to reduce turnover intention and enhance organizational stability. The analyses indicate that problem and/or opportunity recognition affects idea generation, creating support for the idea; creating support for the idea affects idea realization, and problem and/or opportunity recognition affects idea realization. In short, it is observed that the sub-dimensions of innovative work behavior are interrelated. On the other hand, contribution, affect and loyalty are influenced. Affect influences professional respect both directly and indirectly. In short, when the sub-dimensions of leader-member exchange are analyzed, it is detected that there is a direct or indirect regressive effect on professional respect. As a sub-dimension of leader-member exchange, professional respect, directly and indirectly, affects idea realization and idea generation.

6. Conclusion

This study has examined whether there is a role of leader-member exchange in the effect of innovative work behavior on the turnover intention of white-collar employees. In the literature review of studies on topics such as innovative work behavior, leader-member exchange, and turnover intention, it is asserted that there are methodological weaknesses such as sample selection, data collection methods, and analysis techniques. Alternately, studies examining the moderating effect of leader-member exchange on turnover intention cannot provide a sufficient theoretical basis to explain the connection between innovative work behavior and turnover intention. It should also be recognized that this research is limited to the province of Istanbul. The restriction of the research solely to Istanbul imposes certain constraints. Firstly, it can affect the representativeness of the sample. Istanbul is a large city with a diverse population, encompassing different cultures, sectors, and demographic characteristics. Therefore, caution should be exercised when generalizing the findings of the study. Additionally, Istanbul is influenced by various cultures, and conducting the study solely in this city may not fully reflect the impact of cultural differences. Exploring the role of cultural variations in the connections among leader-member exchange, innovative work behavior, and turnover intention can be better understood through studies conducted in different regions and countries. The local characteristics of Istanbul can directly influence the study's findings. Therefore, when generalizing the results to other regions or cultures, careful consideration should be given, and support from studies conducted in different regions should be sought. The research was conducted at a specific point in time. In this case, the dynamics of the connections among leader-member exchange, innovative work behavior, and turnover intention over time might be overlooked. Future research can address this limitation by employing longitudinal designs or panel data analysis to assess the dynamic changes.

In the future, research could be conducted to examine in more detail the interaction between different elements (such as support, communication, trust, justice, etc.) in leader-member exchange and their impact on innovative work behavior and turnover intention. For instance, the effects of a leader's perception of justice on employees' innovative work behavior and how these relationships moderate turnover intention could be explored. Additionally, the relationships between the same concepts can be investigated across different sectors or work contexts. Examining this study under the influence of culture would it be important. When examined from a leadership perspective, research could explore how interventions related to leadership education and development affect the relationships between leader-member exchange, innovative work behavior, and turnover intention. Such studies can help us understand the skills and strategies that leaders can utilize to strengthen leader-member exchange and its impact on innovative work behavior. Future studies can also examine the regulatory role of other contextual factors (such as organizational culture, leadership style, team dynamics, etc.) that influence leader-member exchange on innovative work behavior and turnover intention. These investigations can contribute to a more comprehensive assessment of leader-member exchange and provide a broader framework for understanding its effects. Therefore, it is recommended to conduct more detailed studies in different locations, for different occupational groups and with different sample sizes.

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Moderatorska uloga razmjene među članovima vodstva u smislu inovativnog poslovnog ponašanja u svrhu prihoda od prometa

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Sažetak

Cilj je ove studije utvrditi ima li razmjena među članovima vodstva ulogu u učinku inovativnog poslovnog ponašanja na namjeru fluktuacije. Inovativno ponašanje u radu upućuje na tendenciju zaposlenika da se uključe u inovativne mjere kao što su davanje prijedloga, stvaranje novih ideja i poboljšanje radnih procesa. Namjera fluktuacije predstavlja dobrovoljnu želju zaposlenika da ostvari приход. Razmjena između voditelja i članova odnosi se na čimbenike kao što su podrška vodstva, komunikacija i povjerenje koji utječu na predanost zaposlenika i uspješnost unutar organizacije. Hipoteze studije testirane su na 460 službenika u tvrtkama. U istraživanju su korištene 3 skale: skala inovativnog radnog ponašanja, skala namjere fluktuacije i skala razmjene članova vodstva. Model strukturne jednadžbe bio je poželjan za studiju. Kao rezultat studije, primijećeno je da je inovativno ponašanje na radnom mjestu pozitivno utjecalo na razmjenu među članovima vodstva, ali samo razmjena među članovima vodstva imala je nisku razinu učinka na inovativno ponašanje rada i namjeru prometa. Osim toga, otkriveno je da je profesionalno poštovanje, kao poddimenzija razmjene čelnika, izravno i neizravno utjecalo na realizaciju ideja i generiranje ideja.

Ključne riječi: *inovativno ponašanje u radu, razmjena među članovima vodstva, namjera fluktuacije*

JEL klasifikacija: *M10, M12, M19*

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