MEDIATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN INCLUSIVE LEADERSHIP'S EFFECT ON INNOVATIVE WORK BEHAVIOR

Hüseyin ASLAN[1]

ABSTRACT

The aim of this study is to investigate how inclusive leadership affects the perceived organizational support and innovative work behaviors of employees and whether perceived organizational support has a mediating role in this process. For this purpose, data were collected from 348 participants working at different carpet manufacturing companies in Gaziantep. Confirmatory factor analysis was performed in the analysis of the data, correlations between the variables were determined, and structural equation and goodness of fit tests of the model and regression analysis were performed. In the analyses, it was determined that inclusive leadership had a significant positive effect on perceived organizational support and innovative work behavior. Perceived organizational support was found to have a significant positive effect on innovative work behavior. As a result of mediating analysis, perceived organizational support was found to have a partial mediator role in the relationship between inclusive leadership and innovative work behavior.

Keywords: *Inclusive Leadership, Perceived Organizational Support, Innovative Work Behavior*

JEL Codes: *M10, O30*

KAPSAYICI LİDERLİĞİN YENİLİKÇİ İŞ DAVRANIŞI ÜZERİNDEKİ ETKİSİNDE ALGILANAN ÖRGÜTSEL DESTEĞİN ARACI ROLÜ

ÖZ

Bu çalışmanın amacı kapsayıcı liderliğin algılanan örgütsel destek ve çalışanların yenilikçi iş davranışlarını nasıl etkilediği ve bu süreçte algılanan örgütsel desteğin bir aracılık rolü olup olmadığının araştırılmasıdır. Bu amaçla Gaziantep ilinde halı firmalarında çalışan 348 katılımcıdan anket aracılığıyla ile veri toplanmıştır. Verilerin analizinde doğrulayıcı faktör analizleri yapılmış, değişkenler arası korelasyonlar tespit edilmiş ve yapısal eşitlik modeli ile modelin uyum iyiliği testleri ve regresyon analizi yapılmıştır. Yapılan analizlerde kapsayıcı liderliğin algılanan örgütsel desteği ve yenilikçi iş davranışını pozitif yönde anlamlı olarak etkilediği tespit edilmiştir. Algılanan örgütsel desteğin de yenilikçi iş davranışını pozitif yönde anlamlı olarak etkilediği tespit edilmiştir. Aracılık analizi neticesinde ise algılanan örgütsel desteğin kapsayıcı liderlik ile yenilikçi iş davranışı arasındaki ilişkide kısmi aracı rolü olduğu tespit edilmiştir.

Anahtar Kelimeler: *Kapsayıcı Liderlik, Algılanan Örgütsel Destek, Yenilikçi İş Davranışı*

JEL Kodları: *M10, O30*

[1] Dr. Öğr.Üyesi, Osmaniye Korkut Ata Üniversitesi, huseyinaslan111@gmail.com, https://orcid.org/0000-0002-0547-1317

1. INTRODUCTION

In a competitive environment expressed by globalization and rapid technological changes, innovation is considered as a critical and facilitating factor for growth, performance and competitiveness. The main subject of innovation is the individual having an innovative, original and creative idea and then raising this idea above its original state (Amabile et al., 1996). Innovative business behaviors of employees which are needed in realization of innovation are very important for the successful operation of enterprises (West and Farr, 1989; Scott and Bruce, 1994; Javed et al., 2018b).

Innovative work behavior includes non-routine behaviors such as idea generation, idea promotion and idea realization (Jannes, 2003). In order for employees to exhibit innovative business behaviors, the leader's role in the innovation process and organizational support is needed (Carmeli et al., 2010; Javed et al., 2018a). According to West and Rickards (1999), creative and innovative behaviors need to be supported by both personal qualities and a combination of work environment factors (West and Rickards, 1999). In order to promote innovative behaviors as a critical and facilitating factor in this respect, the effect of inclusive leadership (Carmeli et al., 2010; Hollander, 2012) on innovative work behaviors, which is considered to be more effective than other types of leadership in this study, is investigated.

Inclusive leadership is a leadership style that legitimizes followers' actions with leadership and emphasizes recognition, respect, responsiveness and responsibility (Hollander, 2009). According to Hollander (2012), inclusive leaders are leaders who respect all employees, involve all employees in decision-making processes, create an inclusive environment and appreciate the contribution of employees in a fair manner. According to Ye et al. (2019), since innovative work behavior requires idea generation and creative problem-solving autonomy, inclusive leaders support employees in taking initiatives and discovering innovative solutions. Additionally, inclusive leaders are able to provide resources such as information, time and support for innovative behavior (Reiter-Palmon and Illies, 2004). In general, with the contribution of inclusive leaders to employees (Carmeli et al., 2010; Hollander, 2012), employees feel more dedicated to their leaders, which leads to innovative work behavior (Javed et al., 2018a). The positive effect of inclusive leadership on innovative work behavior is seen in the literature (Wang et al., 2019; Ye et al., 2019; Javed et al., 2018a; Javed et al., 2018b; Choi et al., 2015).

Perceived organizational support, which is another concept needed to increase the innovative work behaviors of employees, is generally their faith about how much of their contribution to the organization is received by the organization and to what extent this contribution affects the welfare of employees (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002). According to Hollander (2012), inclusive leaders are those who are open to communication with their employees. According to Javed et al. (2018a), the supportive structure of inclusive leaders and their inclusive qualifications contribute to employees, and in response to this contribution, the employees are obliged to respond to both their leaders and their organizations. According to Seibert et al. (2011), the internal motivation of employees should be increased for innovative work behavior. This increase in intrinsic motivation depends on the increase in the perceived organizational support of employees. This is because employees who feel the necessary attention and support in the work environment will want to exhibit more innovative behavior (Bammens, 2016). In studies in the literature, perceived organizational support and leader support, which are necessary for innovation, have been reported to have a positive effect on innovative work behavior (Saether, 2019; Rehman et al., 2019). For this reason, it may be evaluated that inclusive leadership increases innovative work behaviors in an inclusive and supportive working environment, and the effect of perceived organizational support increases intrinsic motivation (Saether, 2019), and the contribution and interest of employees in an organization and their desire to respond to organizational contribution (Lin and Liu, 2012; Luksyte and Spitzmueller, 2016) positively affect innovative work behaviors. From this point of view, this study investigated whether perceived organizational support has a mediating role in the relationship between inclusive leadership and innovative work behavior.

In an embracing and inclusive environment, inclusive leadership will positively affect employee empowerment, and employees with increased intrinsic motivation will be more willing to contribute to innovative business processes (Nembhard and Edmondson, 2006; Dewettinck and van Ameijde, 2011). Therefore, it may be considered that perceived organizational support increases the internal motivation of employees in creative idea generation (Saether, 2019), willingness to respond facilitates the voluntary participation of employees in idea generation (Lin and Liu, 2012), and it creates an obligation to contribute to the organization's interests (Luksyte and Spitzmueller, 2016).

The positive effect of inclusive leadership on employees' attitudes and behaviors is the starting point of this study. In the literature, generally, the positive effect of inclusive leadership on creativity (Carmeli et al., 2010) and innovative work behavior (Choi et al., 2015; Javed et

al., 2018a; Wang et al., 2019) was investigated. However, the lack of studies on the effect of inclusive leadership on perceived organizational support and on innovative work behavior increases the significance of this study. In this respect, it is considered that this study will contribute to the literature.

This study aims to investigate the effects of inclusive leadership on innovative work behavior and the role of perceived organizational support in this effect. The research questions created in the study are listed below:

• Does inclusive leadership effect perceived organizational support and innovative work behavior?

• Does perceived organizational support affect innovative work behavior?

• Does perceived organizational support have a mediating role in inclusive leadership's affect on innovative work behavior?

In the following sections of the study, firstly, the literature review related to the relationships between the variables is presented. Then, in the method section, the population and sample of the study, the scales that were used, analyses and research findings are explained. Finally, in the conclusion and inference section, the findings are discussed in a way to shed light on studies that will be carried out in the future for implementers.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Inclusive Leadership and Innovative Work Behavior

Innovative work behavior is defined as all individual activities for development, promotion and implementation of innovation on the organizational level (West and Farr, 1989). In other words, it is considered as recognition of problems and generation, development or adoption of ideas or solutions (Scott and Bruce, 1994). Innovative work behavior consists of three stages, the first one is generating ideas to capture new opportunities, the second one is developing ideas that support the idea produced, and and the last stage is realizing the ideas that will benefit the organization (Jannes, 2003).

The concept of inclusive leadership, first proposed by Nembhard and Edmondson (2006), is defined as the words and actions of a leader or leaders who welcome appreciate the support of others in the field of management. Afterward, Hollander (2009) defined inclusive leadership as a win-win situation of interrelated relationships with a common goal and vision. According to Carmeli et al. (2010), inclusive leaders are defined as leaders showing openness,

availability and accessibility in their interactions with their followers. In general, inclusive leadership (Hollander, 2012), which expresses a participatory process focused on doing things for people rather than doing things to people (Hollander, 2012), emphasizes recognition, respect, responsiveness and responsibility that legitimize followers' actions with the leadership (Hollander, 2009).

Since the innovation process, which is critical and strategic, requires idea generation and creative problem-solving autonomy, the support provided by leaders to take initiative and discover innovative solutions affects the innovation process (Ye et al., 2019). Therefore, given the role of the leader in terms of innovative work behavior, inclusive leaders can promote innovative work behavior in different ways. First of all, inclusive leaders are expected to be open to communication as much as possible with an honest understanding that fosters trust and loyalty (Hollander, 2012), and they can also invite all employees to the decision-making process to promote a culture of inclusiveness (Nembhard and Edmondson, 2006). In this way, employees contribute to decisions and discussions, openly express their ideas and implement new ideas (Javed et al., 2018a). Furthermore, inclusive leaders can provide resources such as information, time and support for innovative behavior (Reiter-Palmon and Illies, 2004). This way, the inclusive leader's ability to provide followers with the necessary resources and effective leadership behavior in offering freedom and approval (Carmeli et al., 2010; Hollander, 2009) will facilitate the followers' participation in innovative business processes (Ye et al., 2019). In studies conducted on the relationship between inclusive leadership and innovative work behavior in the literature, it is seen that inclusive leadership has a positive effect on innovative behavior (Wang et al., 2019; Ye et al., 2019; Javed et al., 2018b). In previous studies, researchers, in general, stated that the effect of inclusive leaders on innovative work behavior stems from the fact that inclusive leaders display effective leadership behavior in the process of participation in decisions. In addition to the effective leadership behavior of inclusive leaders in the process of participation in decisions, and in contrast to the studies conducted, in this study, we suggest that inclusive leaders easily provide the resources that employees need to enable them to demonstrate innovative work behavior, and in the use of these resources, the freedom and appreciation that inclusive leaders give to employees affect the employees' innovative work behavior.

In this respect, in the light of studies and findings in the literature regarding the relationship between inclusive leadership and innovative work behavior, the following hypothesis was formed:

H₁: Inclusive leadership has a positive effect on innovative work behavior.

2.2. Inclusive Leadership and Perceived Organizational Support

The Social Exchange Theory (Blau, 1964) and the Norm of Reciprocity (Gouldner, 1960) are included in the explanation of perceived organizational support theory (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002; Mert Şen, 2019), which expresses general beliefs about how much employees' contributions to organizational activities are valued by the organization and how much the organization cares about their welfare (Eisenberger et al., 1986). According to the Social Exchange Theory and the Norm of Reciprocity, which are based on the emotional attachment of both employers and employees, people help each other even if they are not obliged to and have the idea that they will get help from other people in the future (Akgündüz and Şanlı, 2017).

The Social Exchange Theory is based on the fact that a positive relationship between employees and their organizations is formed through exchange. In the norm of reciprocity, there is a long-term interaction based on the benefits of both parties and the social exchange established between the employee and the organization, based on the necessity of positive outputs and participation (Eder and Eisenberger, 2008). According to organizational support theory, when employees perceive that the organization is interested in them, it is believed that socio-emotional needs such as recognition, respect, appreciation and consideration are met (Eisenberger et al., 1986). In particular, the existence of the belief that organizational activities are beneficial to employees leads to the emotional responsiveness of the employees to this benefit (Rhoades and Eisenberger, 2002).

Employees see their superiors' positive or negative orientations as an indicator of the organization's support (Okpozo et al., 2017). Turning this situation into a benefit for the organization depends on the effective use of leadership. According to Gaudet and Tremblay (2017), leaders create a facilitating and organized working environment for employees in terms of organizational benefit. The inclusive leader, unlike other types of leaders, provides a supportive climate in which all employees are supported with absolute neutrality (Hollander, 2009). According to Hollander (2012), inclusive leaders are the leaders who are aware of the contributions of their followers and appreciate their contributions in a fair way ensuring the participation of employees on organizational goals, and they have respect for the personalities of their followers and are open to communication with trust and loyalty as much as possible. Javed et al. (2018a) also stated that the supportive and inclusive qualifications of inclusive

leaders create an obligation for employees to provide leaders and organizations with a provision. In this context, the following hypothesis was developed in the light of studies and their findings in the literature on the relationship between inclusive leadership and perceived organizational support of employees:

H₂: Inclusive leadership has a positive effect on perceived organizational support.

2.3. Perceived Organizational Support and Innovative Work Behavior

West and Rickards (1999) stated that creative and innovative behaviors should be supported by a combination of both personal qualities and working environment factors. Bos-Nehles and Veenendaal (2019) reported that innovative business behaviors of employees may be encouraged by providing a working environment in which they think they are supported in creating and supporting creative ideas and concepts.

According to Seibert et al. (2011), innovation requires some intrinsic motivation elements that underpin the idea of an innovative working environment that sets the stage for realization of ideas such as meaningfulness, sense of competence, autonomy and effectiveness. This intrinsic motivation may be provided by perceived organizational support, which is the starting point of organizational interest required for job motivation (Bammens, 2016). According to Bammens (2016), employees who feel the necessary attention and support in the work environment will exhibit more innovative behavior. Lin and Liu (2012) argued that the desire to respond leads employees to take an active part in problem-solving that requires this creative idea. Luksyte and Spitzmueller (2016) also stated that organizational support in the working environment creates the idea of obligation of employees to contribute to the organization. According to Arshadi (2011), by applying the norm of reciprocity in the interaction between the followers and the organization, the followers respond positively to their gains. This situation continues to be beneficial for both sides. Saether (2019) states that the organizational support required for creativity increases intrinsic motivation and positively affects innovative work behavior in this case. Similarly, Rehman et al. (2019) stated that there is a positive relationship between supervisors' support and innovative work behavior in their study. Considering that perceived organizational support will increase innovative work behaviors, the following hypothesis was developed:

H₃: Perceived organizational support has a positive effect on innovative work behavior.

2.4. Mediator Role of Perceived Organizational Support in Inclusive Leadership's Effect on Innovative Work Behavior

Inclusive leaders exhibit a leadership behavior that demonstrates practical skills to create an inclusive working environment in which employees' belonging and security needs can be met, and participation in the workplace is ensured (Xiaotao et al., 2018). The success of inclusive leaders in creating an environment that supports innovation is of great importance in demonstrating innovative behaviors in the work environment (Carmeli et al., 2010; Javed et al., 2018a; Javed et al., 2018b). It may be considered that the effect of this significance depends on the increase in the perceived organizational support levels of employees. According to Javed et al. (2018a), the Social Exchange Theory and the norm of reciprocity reinforce the relationship between inclusive leadership and innovative work behavior. According to Carmeli et al. (2010), employees need to be supported in order to increase the creativity required for innovation. The role of leaders in this process increases employee motivation and confidence in the leader. Inclusive leaders take care to ensure that all employees participate equally in decision-making processes and appreciate their contribution in a fair manner (Hollander, 2012). For this reason, inclusive leaders take responsibility for the failure of employees to implement idea generation and idea realization which are necessary for innovation, encouraging them to realize innovation. This increases employees' perceived organizational support levels and motivation, and employees become willing to spend more effort in innovation processes in response to this organizational support (Carmeli et al., 2010; Javed et al., 2018a). Therefore, perceived organizational support increases the internal motivation of employees in creative idea generation (Saether, 2019), willingness to respond facilitates the voluntary participation of employees in idea generation (Lin and Liu, 2012) and this creates an obligation to contribute to the organization's interests (Luksyte and Spitzmueller, 2016). Therefore, the following hypothesis was developed:

H_4: Perceived organizational support has a mediating role in inclusive leadership's effect on innovative work behavior.

3. METHOD

In this study, which aims to determine the mediating role of perceived organizational support in the effect of inclusive leadership on innovative work behavior, firstly, information about the sample and the scales are presented. Then, the model is analyzed in the light of the data obtained from the sample. In this context, a factor analysis was carried out. Correlations

between variables were then determined, and the structural equation model related to the current model and the goodness of fit of the model were tested. Goodness of fit tests were conducted, and regression analysis and hypothesis test results are presented.

Within the scope of the research, the model shown in Figure 1 was created in order to reveal the relationships among the variables.
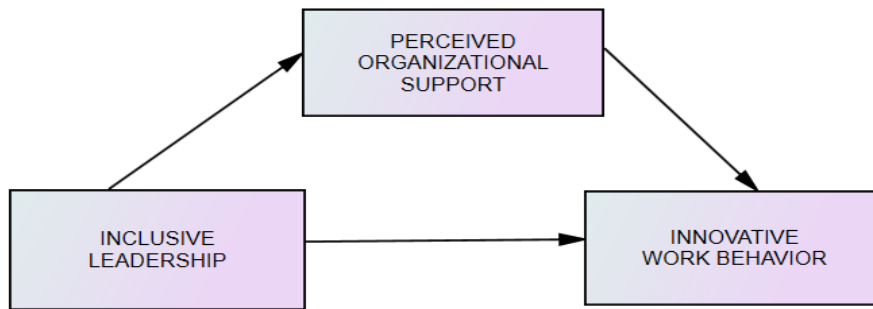

Figure 1. The Research Model

3.1. Population and Sample

The population of this study consisted of textile companies. The sample consisted of carpet manufacturing companies in the province of Gaziantep in Turkey which were selected via convenience sampling. Due to time and cost constraints, a survey was planned for 450 people working at the production department in 15 randomly selected carpet factories that had R&D departments. 61 of the questionnaires were not answered, and 41 of them were incomplete. Therefore, the final sample of the study consisted of 348 participants. Of the participants, 102 were female, and 246 were male. 74 of the participants were between 18-25, 193 were between 26-40, and 81 were 41 or older. The education levels were as follows: 34 of the participants had primary education, 155 had a high school degree, 55 had an associate degree, 92 had an undergraduate degree, and 12 had a graduate degree.

3.2. Data Collection Instruments

Inclusive Leadership Scale: In the study, a scale developed by Carmeli et al. (2010), which consists of 9 expressions and three dimensions as openness (3 expressions), availability (3 expressions) and accessibility (3 expressions) was utilized. The Turkish validation of the scale was conducted on a pilot and original sample, which involved competent researchers in the field of English-Turkish and Turkish-English translations, in accordance with the standard validation procedures. Exploratory factor analysis (using SPSS package program) and confirmatory factor analysis (using AMOS package programs) were carried out. In the

reliability analyses conducted by Carmeli et al. (2010), the Cronbach's alpha reliability coefficient of the scale was found to be 0.94. As a result of the exploratory factor analysis, it was found that the scale was compatible with a three-factor structure, and the factor loadings of the nine-item scale ranged between 0.86 and 0.92. The factor loadings of the openness dimension were between 0.91 and 0.92, the factor loadings of the availability dimension were between 0.86 and 0.91, and the factor loadings of the dimension were between 0.88, and 0.91. The KMO coefficient of the scale was found to be 0.816, and the Bartlett's test result was significant (2956.236; p = 0.000). As a result of the confirmatory factor analysis conducted for the scale, the data complied with the three-factor structure of the scale, and the factor loadings of the openness dimension were between 0.94 and 0.96, the factor loadings of the availability dimension were between 0.76 and 0.90, and the factor loadings of the accessibility dimension were 0.88 and 0.94. In this study, inclusive leadership was considered as a latent variable, and a second-level confirmatory factor analysis was conducted for the scale. The goodness of fit values of the scale are presented in Table 1 together with the other scales. As a result of the reliability analysis, the Cronbach's alpha reliability coefficient of the scale was found to be 0.87 in this study.

Organizational Support Scale: The short form of the scale developed by Rhoades et al. (2001) was used in the study. Çınar (2013) used the scale consisting of a single dimension and five expressions, and the reliability coefficient of the scale was reported as 0.91. In the confirmatory factor analysis, it was seen that the scale consisted of one dimension. The factor loads were found to be between 0.84 and 0.92. A first-level confirmatory factor analysis was conducted for the scale, and the goodness of fit values of the scale are presented in Table 1 together with the other scales. As a result of the reliability analysis, the Cronbach's alpha reliability coefficient of the scale was found to be 0.95 in this study.

Innovative Behavior Scale: The scale, which was developed by Jannes (2003), consists of nine items and three dimensions, namely idea generation (3 items), idea development (3 items) and idea realization (3 items). Eroğlu et al. (2018) reported the reliability coefficient of the scale as 0.97. The confirmatory factor analysis of the scale revealed that the three-factor structure of the scale was confirmed with the data. The factor loadings of the idea generation dimension were between 0.88 and 0.91, the factor loadings of the idea development dimension were between 0.82 and 0.89, and the factor loadings of the idea realization dimension were between 0.81 and 0.91. In this study, the innovative behavior scale was considered as a latent variable, and a second-level confirmatory factor analysis was conducted. The goodness of fit

values of the scale are presented in Table 1 together with the other scales. As a result of the reliability analysis, the Cronbach's alpha reliability coefficient of the scale was found to be 0.93 in this study.

In the study, all measurements were performed with a 5-point Likert-type scale (1 = Strongly Disagree, 5 = Strongly Agree).

4. FINDINGS

According to the goodness of fit values that were obtained and are presented in Table 1, the scales and the research model were found to have a good fit with the data (Meydan & Şeşen, 2015; Gürbüz & Şahin, 2016). The SPSS 21 and Amos programs were used for the analyses. Confirmatory factor analysis was conducted to examine the scales and the structural validity of the measurement model.

Table 1. Goodness of Fit Statistics of Scales and Research Model

Goodness of Fit Values	χ^2	df	CMIN/ DF	SRMR	IFI	CFI	TLI	RMSEA
Inclusive Leadership	45.24	24	1.885	.016	.993	.993	.989	.051
Organizational Support	14.72	5	2.946	.011	.991	.991	.986	.055
Innovative Work Behavior	61.21	24	2.551	.021	.994	.994	.989	.075
Measurement Model	360.263	221	1.630	.052	.981	.981	.978	.043

According to the test of the goodness of fit values of the scales that were used in the study and the measurement model that was created, it was found that the CMIN/DF, SRMR, IFI, CFI and TLI values were within a good fit range. Additionally, the RMSEA value of the measurement model was within the good fit range, and it was within acceptable limits for the Inclusive Leadership, Organizational Support and Innovative Work Behavior Scales (Meydan & Şeşen, 2015; Gürbüz & Şahin, 2016; Gürbüz, 2019). Table 2 shows the mean, standard deviation, mean variance (AVE) values of the structural variables, combined reliability (CR) values, the Cronbach's Alpha internal consistency coefficients and the relationships between the variables with the validity analysis statistics that were obtained. As seen in Table 2, positive and significant relationships were found between the variables. Additionally, it was seen that the CR values of the variables were between 0.94 and 0.96, the AVE values were between 0.74 and 0.80, and CR> AVE (Gürbüz, 2019).

Table 2. Descriptive Statistics and Correlation Coefficients of Variables

	Mean	SD	CR	AVE	1	2	3
1. Inclusive Leadership	3.67	.84	.97	.81	(.87)		
2. Perceived Organization al Support	3.91	1.12	.93	.79	.281**	(.95)	
3. Innovative Work Behavior	3.66	.98	.75	.75	.399**	.465**	(.93)

** p <0.001, n = 348, the Cronbach's Alpha reliability values are shown in parentheses.

In order to investigate the causal relationships and mediating effect in line with the hypotheses of the study, the causal structural equation model presented in Figure 1 was analyzed. In order to test the mediating role, the significance of the indirect effects was examined using the bootstrap method. The highest likelihood method was used in a 95% confidence interval of 5000 samples, and the Monte Carlo parametric bootstrap option was selected. The bootstrap confidence interval lower bounds and confidence interval upper bounds, bootstrap standardized effects and indirect effects data are presented in Table 3.
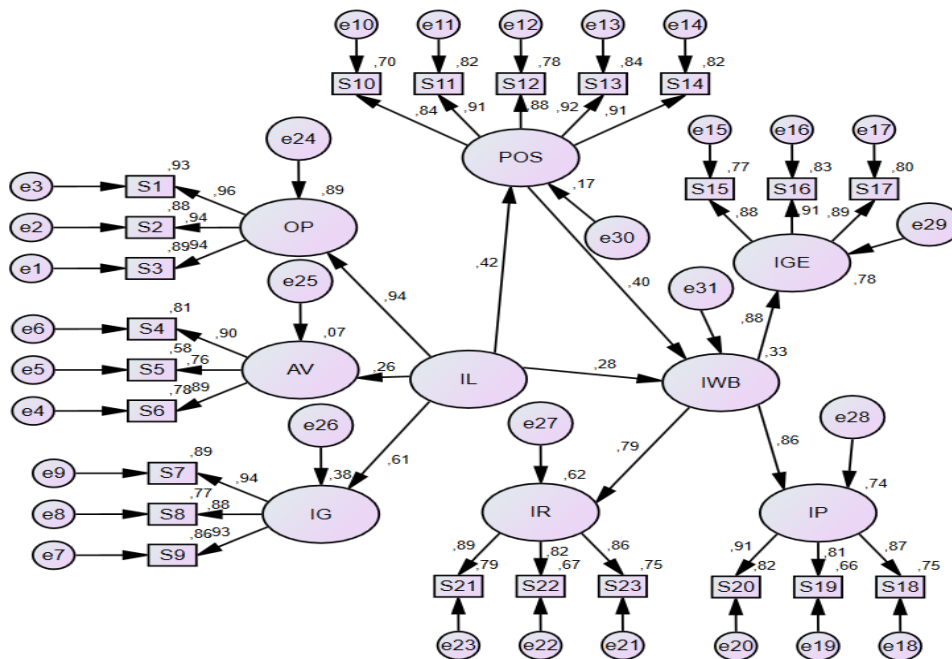

Figure 2. Structural Equation Modelling

Table 3. Mediating Analysis

Tested Path			β	SE	BC 95% GA	
					LB	LB
Inclusive Leadership	---->	Perceived Organizational Support	0,418***	0,49	.29	.51
Perceived Organizational Support	---->	Innovative Work Behavior	0,399***	0,64	.27	.53
Inclusive Leadership	---->	Innovative Work Behavior				
Total Effect (c)			0,444	0,78	.29	.60
Direct Effect (c')			0,277***	-	.11	.46
Indirect Effect (axb)			0,167***	-	.10	.24

Note: n= 348 (5.000 Bootstrap sample), YD 95% GA = Bias corrected 95% Confidence interval, X= Inclusive Leadership, X= Y= Innovative Work Behavior, M= Perceived Organizational Support, a= the effect of X on M, b= the effect of M on Y, c= the total effect of X on Y, c'= the effect of X on Y.   ***p<.001

The hypotheses were tested on the structural model with latent variables. The research model provided goodness of fit values ($\chi 2/df$=1.63; SRMR= 0.52; IFI=0.98; TLI =0.97; CFI =0.98; RMSEA=0.04). As a result of the analysis, inclusive leadership had a total (β = 0.444, p<0.001, 95% CI [0.29, 0.60]) and direct (β = 0.277, p<0.001, 95% CI [0.11, 0.46]) significant positive effect on innovative work behavior. In this case, the hypothesis H1 was supported. This result confirmed that inclusive leader's ability to provide followers with the necessary resources and effective leadership behavior in offering freedom and approval facilitated the followers' participation in innovative work behavior (Ye et al., 2019). Additionally, inclusive leadership had a positive effect on organizational support (β = 0.418, p<0.001, 95% CI [0.29, 0.51]). In this case, the hypothesis H2 was supported. This result suggested that inclusive leaders provide a supportive working climate with absolute neutrality to all employees, as Hollander (2009) pointed out. Organizational support, which is a mediating variable, had a significant positive effect on innovative work behavior (β = 0.399, p<0.001, 95% CI [0.27, 0.53]). In this case, the hypothesis H3 was supported. This result confirmed that perceived organizational support increases the internal motivation of employees and positively affects innovative work behavior (Saether, 2019). Inclusive leadership was found to have a significant indirect effect (β = 0.167, p<0.001, 95% CI [0.10, 0.24]) on innovative work behavior. In this case, the hypothesis H4

was supported. According to these findings, organizational support had a partial mediating role in the impact of inclusive leadership on innovative work behavior, because the bootstrap confidence interval values that were obtained did not include the 0 (zero) value. This finding suggested that the Social Exchange Theory and reciprocity norm strengthens the relationship between inclusive leadership and innovative work behavior, as Javed et al. (2018a) stated.

5. CONCLUSION

The aim of this study was to investigate whether perceived organizational support has a mediating role in the impact of inclusive leadership on innovative work behavior. For this purpose, the data collected from 348 people were analyzed.

As a result of the analysis, it was seen that inclusive leadership had a positive effect on innovative work behavior. These findings were consistent with the results of other studies examining the relationship between inclusive leadership and innovative work behavior (Wang et al., 2019; Ye et al., 2019; Javed et al., 2018a; Javed et al., 2018b; Choi et al., 2015). These findings showed that inclusive leadership increases the innovative behaviors of employees. This finding may be considered to mean that inclusive leaders (Hollander, 2012), who ensure the participation of employees in decision-making processes and fairly and impartially appreciate the participation of all employees (Hollander, 2012), exhibit effective leadership behavior in providing the resources and freedom required for innovative business processes.

In the analysis conducted to determine the relationship between inclusive leadership and perceived organizational support, it was seen that inclusive leadership had a significant positive effect on perceived organizational support. This finding showed that inclusive leadership increases perceived organizational support. This finding suggested that inclusive leaders provide a supportive working climate with absolute neutrality to all employees, as Hollander (2009) pointed out. In the analysis conducted to determine the relationship between perceived organizational support and innovative work behavior, it was seen that perceived organizational support positively affected innovative work behavior. This finding was consistent with the results of other studies examining the relationship between perceived organizational support and innovative work behavior (Saether, 2019; Rehman et al., 2019). As Saether (2019) pointed out, the increase in perceived organizational support increases the internal motivation of employees, and this situation is evaluated to have a positive effect on innovative work behaviors. Moreover, as Rehman et al. (2019) put it, the support of the manager representing the workplace increases innovative work behavior.

In the mediating analysis conducted to determine the mediating role of perceived organizational support in the effect of inclusive leadership on innovative work behavior, it was found that perceived organizational support had a partial mediating role in the effect of inclusive leadership on innovative work behavior. This finding showed that perceived organizational support had both a direct and an indirect effect on the impact of inclusive leadership on innovative work behavior. This finding suggests that the Social Exchange Theory and reciprocity norm strengthen the relationship between inclusive leadership and innovative work behavior, as Javed et al. (2018a) stated. In this respect, it is possible to evaluate the necessity of creating a participatory and embracing environment with inclusive leadership and increasing the internal motivation of employees in order to ensure the participation of the employees in the innovation processes.

6. THEORETICAL IMPLICATIONS

It is believed that this study will contribute to the literature due to three different reasons. The first one is that this study, which covers inclusive leadership which has been examined in the literature to a limited extent, contributes to the development of the literature on inclusive leadership with theoretical information from the perspective of the Social Exchange Theory. Despite the recently increasing interest in it, inclusive leadership has been generally studied without examining its nature and theoretical foundations. In this sense, in this study, inclusive leadership was examined by considering its structure and theoretical foundations. Secondly, the direct effects of inclusive leadership, whose effects on job commitment, psychological reinforcement, leader-member interaction and innovative work behavior have been examined before, on perceived organizational support and the effects of perceived organizational support on the impact of inclusive leadership on innovative work behavior have not been studied before. Third of all, this study proved that perceived organizational support, which was discussed in the perspective of social exchange here, has an increasing effect on the innovative work behaviors of employees. In this context, it may be considered that this study will contribute to the literature.

7. MANAGERIAL IMPLICATIONS

As the process of innovation, which is a critical and strategic process, requires idea creation and creative problem-solving autonomy, the support leaders provide for the members of the organization in terms of taking initiatives and discovering innovative solutions affects the innovation process. Therefore, considering the role of leaders in terms of innovative work

behavior, it is suggested that leaders' development of inclusive leadership skills and their support for their employees will make it easier for the employees to participate in innovative work processes. This is because the desire to respond to the leader that emerges among employees with the support provided by inclusive leaders for their employees will make it easier for the employees to actively participate in problem-solving processes that require creative idea production. Additionally, as the intrinsic motivation of employees who feel the support of the leader and the organization increases, the employees will act voluntarily in participation in work processes, and this situation will continue in a positive way that benefits both parties. Thus, for employees to display innovative work behaviors, as their feeling of the necessary support by the leader and the organization will speed up the innovation process, leaders need to display inclusive leadership behaviors, and the organization needs to support its employees, during the innovation process.

8. LIMITATIONS AND FUTURE RESEARCH

The scales that were used in the study were 5-point Likert-type scales which were developed to determine agreement and disagreement with certain statements. However, common method bias may occur as a result of the same type of scales for the variables (Likert, semantic differences, etc.). This situation refers to the probability that the relationships that are determined among the variables as a result of the research have been affected by the measurement method. In clearer terms, the measurement of all three variables with the Likert method in this study may be effective on the assessments of the participants (Güğerçin & Ay, 2016). It was a limitation of the study that all three scales in the study were 5-point Likert-type scales. Additionally, the results of the study are limited to a single province and the employees of firms that took part in carpet manufacturing. Moreover, as the study was conducted in a certain time period (March 2019 - June 2019), and attitudes and perceptions may change in time, this study is limited to the period it was conducted in. For this reason, implementation of a similar study for different sectors and employees may be recommended for researchers. It is also recommended for future studies to be conducted on inclusive leadership alongside variables such as organizational climate, emotional capital, psychological capital, employee performance and job satisfaction, which will contribute to the field. Furthermore, due to the comprehensive and supportive structure of inclusive leadership, researchers are recommended to conduct studies which take on this variable as a mediator and moderator variable.

REFERENCES

Akgunduz, Y., ve Sanli, S. C. (2017). The effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention in hotels. *Journal of Hospitality and Tourism Management*, *31*, 118-125.

Arshadi, N. (2011). The relationships of perceived organizational support (POS) with organizational commitment, in-role performance, and turnover intention: Mediating role of felt obligation. *Procedia-Social and Behavioral Sciences*, *30*, 1103-1108.

Bammens, Y. P. (2016). Employees' innovative behavior in social context: A closer examination of the role of organizational care. *Journal of Product Innovation Management*, *33*(3), 244-259.

Bos-Nehles, A. C., & Veenendaal, A. A. (2019). Perceptions of HR practices and innovative work behavior: the moderating effect of an innovative climate. *The International Journal of Human Resource Management*, *30*(18), 2661-2683.

Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010). Inclusive leadership and employee involvement in creative tasks in the workplace: The mediating role of psychological safety. *Creativity Research Journal*, *22*(3), 250-260.

Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010). Inclusive leadership and employee involvement in creative tasks in the workplace: The mediating role of psychological safety. *Creativity Research Journal*, *22*(3), 250-260.

Choi, S. B., Tran, T. B. H., & Park, B. I. (2015). Inclusive leadership and work engagement: Mediating roles of affective organizational commitment and creativity. *Social Behavior and Personality: an international journal*, *43*(6), 931-943.

Çınar, Ö. (2013). Yapısal eşitlik modellemesi ile iş tatmini, örgütsel bağlılık, örgütsel destek ve örgütsel adaletin örgütsel çıktılar üzerindeki etkisinde örgütsel vatandaşlık davranışının aracılık rolü: Kahramanmaraş bankacılık sektöründe bir alan araştırması. *Kahramanmaraş Sütçü İmam Üniversitesi, Sosyal Bilimler Enstitüsü, İşletme Ana Bilim Dalı, Doktora Tezi,*

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied psychology*, *71*(3), 500-507.

Eroğlu, A., Topçu, M. K., & Basım, H. N. (2018). Bireysel Yenilikçi Davranışların Çalışma Arkadaşları ile Çatışma ve İşten Ayrılma Niyeti Üzerine Etkileri: Kamu Sektöründe Bir Araştırma. *Business and Economics Research Journal*, *9*(1), 123-136.

Gaudet, M. C., & Tremblay, M. (2017). Initiating structure leadership and employee behaviors: The role of perceived organizational support, affective commitment and leader–member exchange. *European Management Journal*, *35*(5), 663-675.

Güğerçin, U., & Ay, Ü. (2016). Etik konumun örgütsel vatandaşlık davranışı üzerindeki etkisi: etik konum kuramı çerçevesinde bir analiz. KMÜ Sosyal ve Ekonomik Araştırmalar Dergisi 19 (32), 34-46.

Gürbüz, S. ve Şahin, F. (2016). Sosyal bilimlerde araştırma yöntemleri. (3.Baskı). Ankara: Seçkin Yayıncılık.

Gürbüz, S. (2019). Amos ile yapısal eşitlik modellemesi. Ankara: Seçkin Yayıncılık.

Hollander E.P. (2009). Inclusive leadership: The essential leader-follower relationship. New York, America: Taylor Francis Group.

Hollander, E. P. (2012). Inclusive leadership: The essential leader-follower relationship. New York: Routledge.

Janssen, O. (2003). Innovative behaviour and job involvement at the price of conflict and less satisfactory relations with co-workers. *Journal of occupational and organizational psychology*, *76*(3), 347-364.

Javed, B., Abdullah, I., Zaffar, M. A., ul Haque, A., & Rubab, U. (2018a). Inclusive leadership and innovative work behavior: The role of psychological empowerment. *Journal of Management & Organization*, 1-18.

Javed, B., Khan, A. K., & Quratulain, S. (2018b). Inclusive Leadership and Innovative Work Behavior: Examination of LMX Perspective in Small Capitalized Textile Firms. *The Journal of psychology*, *152*(8), 594-612.

Lin, Y.Y. C., & Liu, F. C. (2012). A cross-level analysis of organizational creativity climate and perceived innovation: The mediating effect of work motivation. European Journal of Innovation Management, 15(1), 55–76.

Luksyte, A., & Spitzmueller, C. (2016). When are overqualified employees creative? It depends on contextual factors. *Journal of Organizational Behavior*, *37*(5), 635-653.

Mert, İ. S., & Şen, C. (2019). Örgütsel destek, örgütsel adalet ve öz kendilik değerlendirmesinin psikolojik sermaye üzerindeki etkisi. *Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, (36), 213-231.

Meydan, C. H. ve Şeşen, H. (2015). Yapısal eşitlik modellemesi: AMOS uygulamaları, (2.Baskı). Ankara: Detay Yayıncılık.

Nembhard, I. M., & Edmondson, A. C. (2006). Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *27*(7), 941-966.

Okpozo, A. Z., Gong, T., Ennis, M. C., & Adenuga, B. (2017). Investigating the impact of ethical leadership on aspects of burnout. *Leadership & Organization Development Journal*, *38*(8), 1128-1143.

Rehman, W. U., Ahmad, M., Allen, M. M., Raziq, M. M., & Riaz, A. (2019). High involvement HR systems and innovative work behaviour: the mediating role of psychological empowerment, and the moderating roles of manager and co-worker support. *European Journal of Work and Organizational Psychology*, *28*(4), 525-535.

Reiter-Palmon, R., & Illies, J. J. (2004). Leadership and creativity: Understanding leadership from a creative problem-solving perspective. *The Leadership Quarterly*, *15*(1), 55-77.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, *87*(4), 698-714.

Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of applied psychology*, *86*(5), 825-836.

Saether, E. A. (2019). Motivational antecedents to high-tech R&D employees' innovative work behavior: Self-determined motivation, person-organization fit, organization support of creativity, and pay justice. *The Journal of High Technology Management Research*, (In Press), https://doi.org/10.1016/j.hitech.2019.100350

Scott, S. G. & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. Academy of Management Journal, 37(3), 580-607.

Seibert, S. E., Wang, G., & Courtright, S. H. (2011). Antecedents and consequences of psychological and team empowerment in organizations: A meta-analytic review. *Journal of applied psychology*, *96*(5), 981-1003.

Wang, Y. X., Yang, Y. J., Wang, Y., Su, D., Li, S. W., Zhang, T., & Li, H. P. (2019). The Mediating Role of Inclusive Leadership: Work Engagement and Innovative Behavior among Chinese Head Nurses. *Journal of nursing management*. 27, 688–696.

West, M. A., & Farr, J. L. (1989). Innovation at work: Psychological perspectives. *Social Behaviour, 4*(1), 15-30.

West, M. A., & Rickards, T. (1999). Innovation. In M. A. Runco, & S. Pritzker (Eds.), Encyclopedia of creativity. 2. (pp. 45–55). San Diego, CA: Academic Press.

Xiaotao, Z., Yang, X., Diaz, I., & Yu, M. (2018). Is too much inclusive leadership a good thing? An examination of curvilinear relationship between inclusive leadership and employees' task performance. *International Journal of Manpower*, *39*(7), 882-895.

Ye, Q., Wang, D., & Guo, W. (2019). Inclusive leadership and team innovation: The role of team voice and performance pressure. *European Management Journal*. (In Press), https://doi.org/10.1016/j.emj.2019.01.006