

The Effect of Leader-Member Exchange on Innovative Work Behavior: A Research on Mediator Role of Career Satisfaction and Moderator Role of Sector Experience*

(Research Article)

Lider-Üye Etkileşiminin Yenilikçi İş Davranışına Etkisi: Kariyer Tatmininin Aracı Sektör Deneyiminin Düzenleyici Rolü Üzerine Bir Araştırma

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ABSTRACT

This research aimed to determine the moderating role of industry experience on the indirect effect of leader-member interaction (LMX) on innovative work behavior (IWB) through career satisfaction. The research was carried out in textile enterprises located in Denizli organized industrial zones, which is the favourite textile production region of Turkey. The data set of 302 people obtained during the field research was analysed. As a result of the related analysis, it has been found that employees with high industry experience are less satisfied with their careers compared to employees with low industry experience. In addition, it is among the findings obtained from the research that the indirect effect of LMX on IWB through career satisfaction varies depending on low and high sector experience.

ÖZET

Anahtar Kelimeler:
Lider-Üye Etkileşimi,
Yenilikçi İş Davranışı,
Kariyer Tatmini, Sektör Deneyimi, Örgütsel Davranış

Bu araştırmada, lider-üye etkileşiminin (LÜE) kariyer tatmini aracılığıyla yenilikçi iş davranışı (YID) üzerindeki dolaylı etkisinde sektör deneyiminin düzenleyici rolünün belirlenmesi amaçlanmıştır. Araştırma, Türkiye'nin gözde tekstil üretim bölgesini oluşturan ve Denizli ili organize sanayi bölgelerinde yer alan tekstil işletmelerinde gerçekleştirilmiştir. Alan araştırması sırasında elde edilen 302 kişilik veri seti analize tabi tutulmuştur. İlgili analizler sonucunda, sektör deneyimi yüksek çalışanların, düşük sektör deneyimine sahip çalışanlara kıyasla kariyerlerinden daha az tatmin olduğu bulunmuştur. Ayrıca, LÜE'nin kariyer tatmini aracılığıyla YID üzerindeki dolaylı etkisinin düşük ve yüksek sektör deneyimine bağlı olarak değişim gösterdiği araştırma sonucunda elde edilen bulgular arasındadır.

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1. INTRODUCTION

Everything new becomes obsolete. So, is innovation the only thing that doesn't get old? The answer to this question may differ in personal and organizational contexts. However, given the knowledge that the only thing that does not change is change, it can be stated that the only thing that does not get old is innovation. Innovation is critical in overcoming problems such as competition, profitability, growth, and permanence that businesses face. Businesses that consider these problems and adopt innovation acquire sectoral advantage by gaining superiority over their competitors. As a matter of fact, it is known that innovation is an indispensable element in ensuring organizational effectiveness, competitiveness, and sustainability (De Jong and Den Hartog, 2010). On the other hand, organizational innovation is not a spontaneous element. For the occurrence of innovation, employees who perform Innovative Work Behavior (IWB) are required (Suwanti et al., 2018). Otherwise, innovation may be misperceived as risky or burdensome. This perception suggests that encouraging and guiding employees to perform IWB has become one of the most fundamental tasks of the organization. Another important issue required for employees to perform IWB is leader-member exchange. Leader-member interaction (LMX) is one of the issues that play an important role in the active and productive performance of employees (Örücü et al., 2020). This is closely related to the multidimensional nature of LMX. This relationship is supported by the Vertical Dyadic Linkage model (VDL), role theory and social exchange theory, which form the theoretical basis of LMX. When LMX is analyzed in the context of social exchange theory (Blau, 1968), as the exchange of the employee with the leader increases, it can be expected that the employee will perform IWB. According to Graen and Scandura (1987), as long as the leader demonstrates a beneficiary attitude towards subordinates, subordinates' commitment to the leader will increase and they will perform positive organizational behaviors. The VDL, developed by Dansereau et al. (1975), focuses on the individual relationships that the leader develops with each subordinate (Graen and Uhl-Bien, 1995; Liden et al., 2000; Liden and Maslyn, 1998). While outer group members with low LMX only accomplish the roles and tasks assigned to them, inner group members with high LMX go beyond their formal roles and tasks while developing relationships based on mutual respect, loyalty and contribution (Breevaart et al., 2015). Another theory that explains the relationship between the leader and the subordinate is the role theory. According to role theory, LMX is based on the formal roles and tasks that organizational members have. The reciprocal relationships that develop among employees who are obliged to fulfill the roles assigned to them in each organization reveal the outer group orientation of LMX (Maslyn and Uhl-Bien, 2001). Another concept that contributes to role theory is career satisfaction. When employees have low levels of professional experience and expertise in their positions to fulfill the organizational tasks and responsibilities assigned to them, they present negative outputs such as anxiety, discontent, and dissatisfaction which lead to a decline in organizational performance (Rizzo et al., 1970). It can be claimed that the reverse of this situation will increase career satisfaction. This satisfaction is realized in two stages. The first stage contains the success that employees achieve as they gain experience (Gattiker and Larwood, 1986). In the second stage, there is the employee's perceived expectation for where they wish to be in the future (Judge and., 1995). From this point of view, some assumptions can be made depending on the variables that lead to satisfaction or dissatisfaction in the career development process of employees. Another theory used to explain these assumptions is the planned behavior theory (Evers and Sieverding, 2015). The theory of planned behavior is a theory that tries to predict and explain the behaviors to be performed in advance (Ajzen, 1991). Predicting behavior can be interpreted in two different ways. The first one is closely related to the fact that the innovation capability of organizations is a function of managerial structure. This relationship emphasizes mutual exchange between leader and subordinate. Mutual exchange is a set of attitudes and behaviors shaped in line with the thoughts of the leader and subordinate (Kaptangil, 2021). The second one is the contribution to the theory by interpreting the interaction of employees with their leaders in terms of career satisfaction and IWB. This contribution is supported by the relevant studies. For example, in a study conducted by Mete et al. (2021), it was found that career satisfaction has a mediator role in the impact of hotel employees' LMX on IWB. These findings and theoretical implications point out to two research questions. These questions are respectively; (1) Does career satisfaction have a mediator role in the effect of LMX on IWB? (2) How does the industry experience of textile workers moderate the effect of LMX on IWB through career satisfaction? Within the scope of these research questions, the study aims to contribute to both the relevant literature and practitioners. The first of these contributes to determining the career satisfaction level of textile sector employees. There is a negative perception of career satisfaction among blue-collar employees, where there is intensive labor and workforce (Emilie, 2007). However, some studies have shown that every employee, regardless of sector and employee level, is satisfied or dissatisfied with their careers both individually and organizationally (Mete et al., 2021). Secondly, it contributes to the determination of whether leadership is a long-term phenomenon. Subordinates may develop respect for their leaders, be affected by them, recognize their professional contribution, and feel loyalty to their leaders (Michael et al., 2006). But how do these feelings, thoughts, and behaviors evolve over time? The provided answer to this question in this study will reveal the interaction between leader and member.

2. LITERATURE REVIEW

2.1. Leader-Member Exchange and Career Satisfaction

It should not be denied that the human factor in organizations differs from other factors of production. This difference can be interpreted in two ways. The first one is that human beings play a primary role in the active functioning of the organization in production factors such as physical resources, natural and information resources and financial resources. Secondly, human beings, who differ from other factors of production with their psychological, physiological and social structure, may not always show the same efficiency (Özçelik et al., 2018). It can also be accepted that effectiveness and organizational climate are closely related to each other. Organizational climate is the social environment in which individuals are involved with their roles and perform physical and mental activities (Ceyhan et al., 2020). According to Graen et al. (1973b), subordinates act in line with the role definitions assigned to them while performing their duties. As with subordinates, superiors also have certain roles that are expected of them and that they must fulfill. In this case, it is argued that both subordinate and superior roles are not only formal, but also include the task assigned to the subordinate by the supervisor (Graen et al., 1973b; Dienesch and Liden, 1986). According to social exchange theory, employees expect rewards when they fulfill the tasks assigned to them by the leader. These rewards can be listed in various ways such as salary increase, promotion, status, loyalty or approval. The fulfillment of the task assigned by the leader to the employee can be characterized as a commitment reward for the leader (Deluga, 1994). Therefore, it can be argued that the theory of social change initiates a reciprocal relationship for LMX. The main purpose of this relationship is to test whether mutual expectations such as respect, trust and responsibility between leader and subordinate are met (Graen and Scandura, 1987). When current research on LMX is examined, it is seen that behavioral sciences such as organizational citizenship behavior (Sa'adah and Rijanti, 2022), innovative work behavior (Yu and Yang, 2022), unethical behavior (Kelebek and Alnıaçık, 2022) and information sharing (Abdillah, 2021) are intensively studied. On the other hand, it is also known that LMX has been addressed in different contexts such as individual performance (He et al., 2022), job satisfaction (Zhou et al., 2021), psychological contract (Amoah et al., 2021), quality of work life (Purwanto et al., 2021), life satisfaction (Pan et al., 2021) and career success (Spurk et al., 2021). This is an important indicator that LMX is not only a variable that creates behavioral outputs and is based on the interaction between leader and member, but also a phenomenon that provides organizational outputs such as organizational performance, service performance and satisfaction. One of the positive outputs of LMX is career satisfaction. As a matter of fact, in a study conducted by Gün (2018), the mediator role of LMX in the indirect effect of organizational culture typology on career satisfaction was examined. As a result of the research, it was found that LMX has a positive effect on career satisfaction. In addition, similar results were obtained in another study by Soydan (2021). Therefore, it can be stated that it is critical to evaluate LMX together with career satisfaction. In fact, ensuring career satisfaction in an organization is as important as ensuring customer satisfaction. As a matter of fact, it is known that employees who are satisfied with their careers will provide better service, contribute positively to organizational performance and increase productivity through positive business relationships (Demirdelen and Ulama, 2013).

2.2. Career Satisfaction and Innovative Work Behavior

The concept of career, which is the subject of examination for both employees and employers, has enriched its meaning with the increasing importance of organizational behavior (Taşlıyan et al., 2011). There are many definitions of the concept of career. Some of these definitions refer to success in business life, while others refer to seniority, hierarchical levels, and specializations. For example, according to Greenhaus et al. (2010), a career is the accumulation of professional experiences throughout an individual's life. According to Patton and McMahon (2006), the whole process related to a person's work and working life starting from their education life and continuing throughout their professional life constitutes the phenomenon of career. The most important result of the career phenomenon is personality traits and demographic factors. Studies have shown that employees' age, education level, gender, sector experience, professional knowledge, and experience are known to be determinants of IWB (Scott and Bruce, 1994). On the other hand, some researchers based on traits theory (Gronhaug and Kaufmann, 1988) state that the level of IWB exhibited by employees varies according to personality traits (Yuan and Woodman, 2017). In light of this information, it can be stated that the determinants of IWB are divided into two groups as individual and organizational factors. For this reason, it can be stated that the organizational determinants of innovation are closely related to the structural form of the organization (Cem and Aydın, 2016). In an organizational structure consisting of employees who have adopted IWB, employees are satisfied with their jobs, establish positive interpersonal relationships, and are satisfied with their careers. To ensure such positive organizational outcomes in the context of IWB, managers need to be open to innovation, support employees who

exhibit IWB, and communicate effectively and constructively with employees. From this point of view, the mediation hypotheses of the study were formed as follows;

H₁. Career satisfaction has a mediating role in the effect of the effect dimension of leader-member exchange on innovative work behavior.

H₂. Career satisfaction has a mediating role in the effect of the loyalty dimension of leader-member exchange on innovative work behavior.

H₃. Career satisfaction has a mediating role in the effect of the respect dimension of leader-member exchange on innovative work behavior.

H₄. Career satisfaction has a mediating role in the effect of the contribution dimension of leader-member exchange on innovative work behavior.

2.3. The Mediator Role of Career Satisfaction and Moderator Role of Sector Experience Between Leader-Member Exchange and Innovative Work Behavior

There are many studies on career satisfaction in the related literature. While some studies have concluded that age has no significant effect on career satisfaction (Kılınç et al., 2021), some studies have concluded that individuals are satisfied with their careers at the same rate as their age increases (LaFaver et al., 2018). It can be stated that the most important difference between career satisfaction and individual differences depends on the sector experience (Armstrong-Stassen and Cameron: 2005: 210; Hochwarter et al., 2004: 34). As a matter of fact, when the studies on the relationship between career satisfaction and working time are examined, different findings are encountered. For example, in a study conducted by Ulukök and Akın (2016), it was found that employees with less than one year of sector experience had the highest career satisfaction level. In another study conducted by Armstrong-Stassen and Cameron (2005), it was concluded that employees with low working hours are more willing to fulfill the roles and tasks assigned to them, are more committed to their jobs, and have higher career satisfaction levels. Similar results were found in another study conducted by Hochwarter et al. (2004).

Based on these research results from different disciplines, it is possible to state that career satisfaction or dissatisfaction occurs wherever there are employees. However, it is thought that the most important of these is IWB. Studies on IWB support this situation (Ahmad et al., 2021). Demographic variables such as age (Peluchette, 1993), gender (Judge et al., 1995), marital status (Martins et al., 2002), and length of employment (Karatepe, 2011) are known to be among the antecedents of career satisfaction. In this direction, it can be thought that as the interaction of employees with their leaders increases, their potential to exhibit IWB will also increase (Graen and Scandura, 1987). The planned behavior theory is also considered to be important at this point (Ajzen, 1991). Considering that the planned behavior theory is a theory that aims to predict behaviors in advance, it can be concluded that career-satisfied and inner group-oriented employees have a high potential to exhibit IWB. Therefore, it is thought that determining the mediator role of sector experience in the effect of LMX on IWB through career satisfaction plays a critical role. From this point of view, the Moderate-Mediate hypotheses of the study were formed as follows;

H₅. Career satisfaction has a mediator role and sector experience has a moderator role between leader-member exchange of effect dimension and innovative work behavior.

H₆. Career satisfaction has a mediator role and sector experience has a moderator role between leader-member exchange of loyalty dimension and innovative work behavior.

H₇. Career satisfaction has a mediator role and sector experience has a moderator role between leader-member exchange of respect dimension and innovative work behavior.

H₈. Career satisfaction has a mediator role and sector experience has a moderator role between leader-member exchange of contribution dimension and innovative work behavior.

In line with the hypotheses of the study, the research model in Figure 1 was created for the sake of determining the moderating role of career satisfaction in the effect of LMX on IWB and to facilitate the analysis of the research findings.

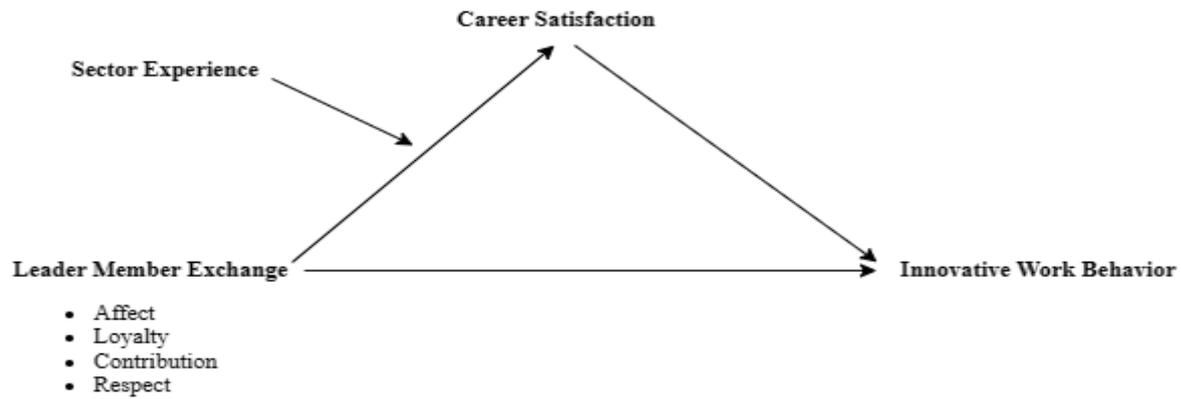


Figure 1. Research Model

3. DATA ANALYSES AND STUDY RESULTS

3.1. Sample and Data Collection

This study was approved by the Ethics Committee of Burdur Mehmet Akif Ersoy University in accordance with decision number GO 2020/266. The research was conducted on the textile enterprises in the organized industrial zones (OIZ-1, OIZ-2, and OIZ-3) of Denizli Province, which constitutes the popular textile production region of Turkey. The research was conducted in the textile sector for two reasons. The first one is the researcher's experience in the textile sector and knowledge of the sample group. The second is the ease of access to the data by the researcher. The reason for the preference of Denizli province is that the largest textile production facilities in Turkey are located in this region and the region plays a pivotal role in the sector (Ministry of Industry and Technology, 2021).

During the field research, a simple sampling method was preferred. In the selection process of the research sample, Terzis and Economides (2011) suggest that 10 times the number of statements in the scale is sufficient for determining the sample when the number of the main mass is uncertain (Terzis and Economides, 2011). In this context, it was seen that the sample of $30 \times 10 = 300$ people was sufficient to represent the population. Of the questionnaires collected, 43 questionnaires were eliminated because they were interrupted due to working hours, and the data set of 302 people was subjected to analysis.

3.2. Measurements and Data Analysis

In the first part of the questionnaire form, the participants were informed about the research. In the second part, the LMX-MDM (Multidimensionality of Leader-Member Exchange) scale developed by Liden and Maslyn (1998) was used to measure LMX. The scale consists of four dimensions: affect, loyalty, contribution and respect. There are 12 statements consisting of 3 questions to measure each dimension in the scale in the validity and reliability study conducted by Baş et al. (2010), it was found that the LMX scale has a reliable level of validity and reliability ($\alpha > 0.70$). In this study, Cronbach's Alpha coefficient was used to determine the reliability of the scale and it was found that the scale had the relevant reliability coefficient ($\alpha > 0.88$). Normality values were found to be between -1500 and +1500 (Tabachnick & Fidell, 2013.) Following the relevant analysis results, confirmatory factor analysis (CFA) was applied to measure construct validity. Within the scope of CFA, it was determined that questions 7, 8 and 9 in the effect dimension of the LMX were not suitable for factorization due to factor overload, and these questions were eliminated and reanalyzed. As a result of the analysis, RMSEA= 0.032, GFI= 0.978, AGFI= 0.959, CFI= 0.995 and Chi-square/df= 1.308 (Bentler & Bonett, 1980). In this case, it has been determined that the LMX scale provides three-dimensional structure and decomposition validity: affect, loyalty and respect. For this reason, the fourth (H₄) and eighth (H₈) hypotheses regarding the contribution dimension of the research could not be tested.

In the second part of the questionnaire form, the unidimensional IWB scale (Scale) developed by Scott and Bruce (1994) and adapted into Turkish by Akkoç (2012) was used to measure IWB. The validity and reliability of the scale has been tested in many studies (Çalışkan, 2013; Durmuş, 2019). In these studies, the reliability coefficient of the scale was found to be $\alpha > 0.89$. According to the Cronbach's Alpha coefficient obtained in this study ($\alpha = 0.923$), it is possible to state that the scale is reliable in terms of applicability. (Kalaycı vd., 2005: 405) In addition, it was determined that the values varied between +1.0 and -1.0 in the normality analysis performed to determine the normality distribution of the data (Hair et al., 2013). After these results, CFA was applied to measure construct validity. As a result of CFA analysis; RMSEA= 0.041, GFI= 0.988, AGFI= 0.965, CFI= 0.997 and Chi-square/df= 1.500 (Bentler & Bonett, 1980). In the third part of the questionnaire form, the five-item Career Satisfaction Scale

developed by Greenhaus et al. (1990) and used by Hofmans et al. (2008) was used to measure Career Satisfaction. Career satisfaction scale (Scale) was adapted into Turkish by Avcı and Turunç (2012.) In this study, the reliability coefficient of the scale was found to be $\alpha > 0.91$. As a result of the normality analysis, it was determined that the values varied between +1.0 and -1.0 (Hair et al., 2013). After these analyses, CFA was applied. As a result of the CFA analysis; RMSEA= 0.069, GFI= 0.987, AGFI= 0.951, CFI= 0.992 and Chi-square/df= 2.433. In the last part of the survey form, questions regarding the demographic information of the participants (Participant Profile) were included.

4. FINDINGS

In the participants' profile, it is observed that 43.7% of the employees participating in the research are female and 56.3% are male. When the values regarding the age range of the participants are analyzed, it is observed that 5.6% of the employees are between 18-23, 12.6% between 24-29, 23.5% between 30-35, 26.8% between 36-41 and 31.5% between 42 and above. In addition, it is seen that most of the employees are primary and secondary education graduates (53.7). Accordingly, 36.1% of the employees have 1-3 years of experience, 14.9% have 4-9 years of experience, 13.9% have 10-15 years of experience, 10.3% have 16-21 years of experience and 24.8% have 21 years or more of experience. In this case, it is seen that 64.9% of the employees participating in the research have 1-15 years of sector experience. In addition, when the working position is analyzed, it is seen that 60.9% of the participants are employees.

4.1. Findings Related to Correlation Analysis

When the values in Table 4 are examined, it is found that the effect dimension of LMX has a positive relationship with IWB ($r = 0.396$; $p < 0.01$) and career satisfaction ($r = 0.422$; $p < 0.01$) (Köse, 2012). On the other hand, it was found that the loyalty dimension of LMX had a positive relationship with IWB ($r = 0.415$; $p < 0.01$) and career satisfaction ($r = 0.404$; $p < 0.01$).

Table 1. Correlation Analysis Result of Leader-Member Exchange Innovative Work Behavior and Career Satisfaction

n=302	Mean.	S.E.	1	2	3	4	5
1. Effect	3.176	1.315	-				
2. Loyalty	3.300	1.267	.615**	-			
3. Respect	3.253	1.248	.546**	.645**	-		
4. Innovative Work Behavior	3.244	1.223	.396**	.415**	.560**	-	
5. Career Satisfaction	3.666	1.024	.422**	.404**	.399**	.413**	-

*** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$

When the relationship between the loyalty dimension of LMX and IWB in Table 4 is analyzed, it is seen that the relationship between both variables is positive ($r = 0.560$; $p < 0.01$). This can be interpreted that as the level of professional respect of the employee towards the supervisor increases, IWB will also increase. When the relationship between the loyalty dimension of LMX and career satisfaction is analyzed, it is seen that there is a positive and significant relationship ($r = 0.399$; $p < 0.01$). Finally, it can be stated that there is a significant and positive relationship between IWB and career satisfaction.

4.2. Research Analysis Strategy and Findings Regarding Hypothesis Testing

In this part of the research, the stages of analysis carried out to test the hypotheses are explained step by step. Then, the findings of these analyzes were presented and interpreted. SPSS Process Macro developed by Hayes (2017) was used to test the research hypotheses. Process Macro is a plug-in used in moderator and mediator effect analysis. In other words, it is a linear regression-based application that explains different situational impact models through observed variables (Hayes, 2017). Moderator and mediator effects can be tested through various package programs (OLS-Ordinary Least Squares or SEM-Structural Equation Models). However, the Process Macro stands out because it is practical and easy (Gürbüz, 2019: 58). There are other reasons why research analyzes are done with the Process Macro rather than the Structural Equation Model.

The first of these is that the Process Macro can examine 95% confidence intervals in moderator and mediator analyzes and provide reliable results on whether there is a moderator-mediator effect (Kılınç et al., 2020: 9). Secondly, the number of Turkish studies conducted with the Process Macro is limited. Therefore, this research aims to both test the moderator-mediator effect in a healthy way using the Process Macro (Özden, 2019: 3) and to guide future research. Finally, the moderator-mediator effect analyzes carried out within the scope of this research were interpreted according to the Bootstrap method in the Process Macro. The bootstrap method provides more reliable results than the Sobel test or the traditional mediation method of Baron and Kenny (1986) (Hayes et al., 2017; Zhao et al., 2010; Preacher et al., 2007). In the bootstrap method, accelerated and bias-corrected confidence

interval values (Bias Corrected and Accelerated bootstrap Confidence Interval, BCA CI) are reported. The fact that the confidence interval values are 95% and do not include zero shows that the moderator-mediator variable is significant (Hayes et al., 2017). In other words, the fact that both LLCI and ULCI values in the Bootstrap method are positive or both negative indicate the significance of the moderator-mediator variable. For this reason, 95% confidence interval and 5000 resamples were preferred in the Bootstrap editor-agent analyzes in this research. Based on this theoretical and statistical information, separate mediating models were created for each dimension of LMX using the SPSS Process Macro Model 4 developed by Hayes (2017) to test the first three hypotheses of the research (mediator effect hypotheses). The tested mediator models are included in Table 2.

After testing the mediator models in the research, analyzes were carried out to determine the moderator role of sector experience in the effect of LMX on career satisfaction. The moderator effect is used to understand under what conditions or situations the relationship between two variables differs. Therefore, in the moderator effect analysis, it is aimed to determine how the effect of each dimension of LMX on career satisfaction changes when it comes to sector experience. In these moderator analyses, SPSS Process Macro Model 1 was used. The fact that the confidence interval (Confidence Interval) values obtained because of this analysis are 95% and that the LLCI and ULCI values do not contain zero and are positive indicate that the moderator is significant and positive; The fact that it is 95%, that the LLCI and ULCI values do not contain zero and are negative indicates that the moderator is significant and negative (Hayes et al., 2017). The moderator models tested are listed in Table 2.

Table 2. Research Models

Table Number	Model Number	Independent variable	Mediator variable	Moderator Variable	Dependent variable
Table 4	Model 1 (Mediation Analysis)	Effect dimension of LMX	Career satisfaction	-	Innovative Work Behavior
Table 4	Model 2 (Moderation Analysis)	Effect dimension of LMX	-	-	Career satisfaction
Table 4	Model 3 (Moderated Mediation Analysis)	Effect dimension of LMX	Sector experience	Career satisfaction	Innovative Work Behavior
Table 5	Model 1 (Mediation Analysis)	Loyalty dimension of LMX	Career satisfaction	-	Innovative Work Behavior
Table 5	Model 2 (Moderation Analysis)	Loyalty dimension of LMX	-	-	Career satisfaction
Table 5	Model 3 (Moderated Mediation Analysis)	Loyalty dimension of LMX	Sector experience	Career satisfaction	Innovative Work Behavior
Table 6	Model 1 (Mediation Analysis)	Respect dimension of LMX	Career satisfaction	-	Innovative Work Behavior
Table 6	Model 2 (Moderation Analysis)	Respect dimension of LMX	-	-	Career satisfaction
Table 6	Model 3 (Moderated Mediation Analysis)	Respect dimension of LMX	Sector experience	Career satisfaction	Innovative Work Behavior

LMX: Leader Member Exchange

In the study, Moderate-Mediate models were analyzed separately using Model 7, one of the Process models developed by Hayes (2017), to determine the moderating effect on the mediating models. 95% confidence and 5000 resampling's were used in the moderate-mediate effect analyzes carried out within the scope of this research. The significance of moderating mediation was determined according to the moderating mediation index (Index of Moderated Mediation). The fact that the moderate-mediate index is significant indicates that the mediating effect calculated for low and high levels of the regulatory variable differs from each other. The analyzes were conducted with confidence intervals (Bias Corrected and Accelerated Confidence Intervals) and point estimates (β values) (Hayes et al., 2017). Therefore, the fact that the LLCI and ULCI values in the situational mediation index do not contain zero shows that moderate-mediate is significant. The moderate-mediate models tested are listed in Table 2.

The effect sizes of the mediator models were interpreted according to the fully standardized effect size presented in Table 3. When interpreting mediation effect sizes, they are generally interpreted with K^2 effect sizes (Preacher and Kelley, 2011). When the K^2 value is close to 0.01, it is interpreted as a low effect, when $K^2 = 0.09$, it is interpreted as a medium effect, and when $K^2 = 0.25$, it is interpreted as a high effect. Another value that shows the effect size of the models is the R^2 value. The R^2 value expresses the extent to which the variance (amount of change) in the dependent variable is explained. In other words, the R^2 value is a statistical representation that expresses how strong the prediction rate in the model is. In this research, the K^2 value suggested by Preacher and Kelley (2011) and widely used in Bootstrap analysis was used. Summary information about the value in question is given in Table 3.

Table 3. Values for the Completely Standardized Effect Size (K²)

K ²	Effect size
Close to 0.1	Low effect
Close to 0.9	Medium effect
Close to 0.25	High effect

When the data in Table 4 are evaluated, firstly, the mediating effect of career satisfaction on the effect of the affect dimension of LMX in Model 1 on IWB was tested (Effect → Career Satisfaction → Innovative Work Behavior). According to the results of the analysis based on the bootstrap method, it was determined that the affect dimension of LMX had a significant mediating effect on IWB through career satisfaction ($\beta = 0.968$, 95% BCA CI [0.053; 0.151]). It can be stated that the mediation effect has an effect close to the high value of the Completely Standardized Indirect Effect size ($K^2 = 0.12$ CI [0.071; 0.192]). This result shows that as the employees' level of influence from their leaders increases, they become satisfied with their careers and exhibit IWB. Moreover, all variables in Model 1 explain approximately 22% of the variation on IWB ($R^2 = 0.23$; $F = 38.900$; $p < 0.000$).

In line with this result, the first hypothesis of the study "*H₁. Career satisfaction has a mediating role in the effect of the affect dimension of leader-member exchange on innovative work behavior.*" is accepted. The results of the analysis showing the moderating effect between the effect dimension (X) of LMX and career satisfaction (M) are presented in Table 4 Model 2. According to the results in Model 2, the effects of LMX's effect dimension (X), employees' industry experience (W) s and the interaction term ($X \times W$) on the dependent variable career satisfaction (M) are statistically significant. All variables in Model 2 explain 20% of the variation in career satisfaction ($R^2 = 0.20$; $F = 24.564$; $p < 0.000$).

The interaction term ($X \times W$) of the affect dimension of LMX and industry experience has a significant negative effect on career satisfaction ($\beta = -0.141$; 95% CI [-0.254; -0.028]). This indicates that the positive significant effect of the affect dimension of LMX on career satisfaction is negatively evolved when industry experience is the moderator. In other words, the positive significant effect of the affect dimension of LMX on career satisfaction increases less as the employee's sector experience increases.

The results of the analysis on whether the indirect effect of the effect dimension (X) of LMX on innovative work behavior (Y) through career satisfaction (M) differs according to sector experience (W) are given in Table 4 Model 3. When the analysis results are analyzed, it is seen that the Index of Moderated Mediation is statistically negative and significant ($\beta = -0.036$; 95% CI [-0.073; -0.009]). This result indicates that industry experience (W) plays a moderating role in the indirect effect of LMX's effect dimension (X) on IWB (Y) through career satisfaction (M). When the LLCI and ULCI values obtained with the Bootstrap technique in Table 4 Model 3 are examined; a positive to negative change is observed between high sector experience ($\beta = 0.070$; 95% CI [0.023; 0.140]) and low sector experience ($\beta = 0.143$; 95% CI [0.082; 0.221]). Therefore, the indirect effect of the effect dimension (X) of LMX on innovative work behavior (Y) mediated through career satisfaction (M) evolves from positive to negative in the case of employees' sector experience (W). This shows that the affect dimension of LMX leads to less career satisfaction and the employee performs less IWB in employees with high sector experience. "*H₅. Career satisfaction has a mediator role and sector experience has a moderator role between leader-member exchange of effect dimension and innovative work behavior.*" is accepted.

Table 4. Hypothesis Test Results of Effect Dimension

Model 1. (Mediation Analysis) Effect (X) → Career Satisfaction (M) → Innovative Work Behavior (Y)													
n=302	Career Satisfaction (M)						Innovative Work Behavior (Y)						
	β	SE	t	p	LLCI	ULCI	β	SE	t	p	LLCI	ULCI	
Constant	2.063	0.175	11.762	0.000	1.718	2.408	2.703	0.157	17.189	0.000	2.394	3.013	
Effect (X)	0.371	0.496	7.491	0.000	0.274	0.469	0.303	0.043	6.991	0.000	0.217	0.388	
$R^2 = 0.17$ F = 56.127 p < 0.000													
Constant							2.166	0.186	11.647	0.000	1.800	2.532	
Career Satisfaction (M)							0.260	0.050	5.149	0.000	0.160	0.359	
Effect (X)							0.206	0.042	4.815	0.000	0.122	0.290	
$R^2 = 0.23$ F = 38.900 p < 0.000													
Bootstrap Indirect Effect: $\beta = 0.968$ t = 0.253 %95 BCA CI [0.053; 0.151]													
Model 2. (Moderation Analysis) Effect (X) → Career Satisfaction (M)													
n=302	β	SE	t	p	LLCI	ULCI							
Constant	3.252	0.520	62.498	0.000	3.149	3.354							
Effect (X)	0.411	0.055	7.430	0.000	0.302	0.520							
Sector Experience (W)	0.107	0.526	2.036	0.042	0.003	0.210							
(X) × (W)	-0.141	0.057	-2.454	0.014	-0.254	-0.028							
$R^2 = 0.20$ F = 24.564 p < 0.000													
Model 3. (Moderated Mediation Analysis) Effect → Sector Experience → Career Satisfaction → Innovative Work Behavior													
n=302							B	SE	t	p	LLCI	ULCI	
Constant							2.822	0.178	15.815	0.000	2.471	3.173	
Effect (X)							0.234	0.048	4.817	0.000	0.138	0.330	
Career Satisfaction (M)							0.260	0.050	5.150	0.000	0.160	0.359	
Conditional indirect effects of X on Y (Effect → Career Satisfaction → Innovative Work Behavior)							β	SE				LLCI	ULCI
Low Sector Experience							0.143	0.035				0.082	0.221
High Sector Experience							0.070	0.029				0.023	0.140
Index of moderated mediation							-0.036	0.016				-0.073	-0.009
$R^2 = 0.23$ F = 38.912 p < 0.000													

Table 5. Hypothesis Test Results of Loyalty Dimension

Model 1. (Mediation Analysis) Loyalty (X) → Career Satisfaction (M) → Innovative Work Behavior (Y)												
n=302	Career Satisfaction (M)						Innovative Work Behaviour (Y)					
	β	SE	t	p	LLCI	ULCI	β	SE	t	p	LLCI	ULCI
Constant	2.040	0.180	11.310	0.000	1.685	2.395	2.591	0.169	15.251	0.000	2.257	2.926
Loyalty (X)	0.364	0.049	7.405	0.000	0.267	0.461	0.325	0.044	7.273	0.000	0.237	0.413
	$R^2 = 0.16$ $F = 54.843$ $p < 0.000$						$R^2 = 0.17$ $F = 52.905$ $p < 0.000$					
Constant							2.071	0.190	10.882	0.000	1.696	2.445
Career Satisfaction (M)							0.255	0.051	4.925	0.000	0.153	0.356
Loyalty (X)							0.232	0.045	5.158	0.000	0.143	0.321
							$R^2 = 0.24$ $F = 43.065$ $p < 0.000$					
Bootstrap Indirect Effect: $\beta = 0.093$ $t = 0.024$ %95 BCA CI [0.048; 0.147]												
Model 2. (Moderation Analysis) Loyalty (X) → Career Satisfaction (M)												
n=302	β	SE	t	p	LLCI	ULCI						
Constant	3.248	0.052	61.670	0.000	3.144	3.351						
Loyalty (X)	0.386	0.055	7.020	0.000	0.278	0.495						
Sector Experience (W)	0.115	0.053	2.164	0.031	0.010	0.220						
(X) × (W)	-	0.058	-2.199	0.028	-0.242	-0.013						
	0.127											
	$R^2 = 0.18$ $F = 22.318$ $p < 0.000$											
Model 3. (Moderated Mediation Analysis) Effect → Sector Experience → Career Satisfaction → Innovative Work Behavior												
n=302							β	SE	t	p	LLCI	ULCI
Constant							2.839	0.180	15.697	0.000	2.483	3.195
Loyalty (X)							0.258	0.050	5.616	0.000	0.153	0.356
Career Satisfaction (M)							0.254	0.051	4.924	0.000	0.153	0.357
Conditional indirect effects of X on Y (Loyalty → Career Satisfaction → Innovative Work Behavior)												
							β	SE			LLCI	ULCI
Low Sector Experience							0.131	0.034			0.069	0.207
High Sector Experience							0.098	0.027			0.051	0.158
Index of moderated mediation							-0.032	0.016			-0.070	-0.005
	$R^2 = 0.24$ $F = 43.085$ $p < 0.000$											

When the data in Table 5 are evaluated, firstly, the mediating effect of career satisfaction on the effect of LMX's loyalty dimension on IWB in Model 1 was tested (Loyalty → Career Satisfaction → Innovative Work Behavior). According to the results of the analysis based on the Bootstrap method, it was determined that career satisfaction had a mediating role in the effect of the loyalty dimension of LMX on IWB ($\beta = 0.093$, 95% BCA CI [0.048; 0.147]). It can be stated that the mediation effect has an effect close to the high value of the completely standardized indirect effect size ($K^2 = 0.11$ CI [0.062; 0.183]). Moreover, all variables in Model 1 explain approximately 20% of the variation on IWB ($R^2 = 0.24$; $F = 43.065$; $p < 0.000$). In line with this result, the second hypothesis of the study “**H₂. Career satisfaction has a mediating role in the effect of the loyalty dimension of leader-member exchange on innovative work behavior.**” is accepted.

The results of the analysis showing the moderating effect are presented in Table 5 Model 2. According to the results in Model 2, the effects of LMX's loyalty dimension (X), employees' industry experience (W), and interaction term ($X \times W$) on the dependent variable career satisfaction are statistically significant. All variables in Model 2 explain 18% of the change in career satisfaction ($R^2 = 0.18$; $F = 23.318$; $p < 0.000$). Table 5 When the confidence interval LLCI and ULCI values obtained with the Bootstrap technique in Model 3 are examined; a change from positive to negative is observed when industry experience is high ($\beta = 0.098$; 95% CI [0.051; 0.158]) and low ($\beta = 0.131$; 95% CI [0.069; 0.207]). Therefore, the indirect effect of LMX's loyalty dimension (X) on innovative work behavior (IWB) through career satisfaction (M) changes from positive to negative when employees' sector experience (W) is in question. This indicates that the loyalty dimension of LMX leads to less career satisfaction and the employee exhibits less IWB in employees with higher industry experience. The negative value of the Index of Moderated Mediation indicates this situation ($\beta = -0.032$; 95% CI [-0.070; -0.005]). In line with this result, the sixth hypothesis of the study; “**H₆. Career satisfaction has a mediator role and sector experience has moderator role between leader-member exchange of loyalty dimension and innovative work behavior.**” is accepted.

When the values in Table 6 are examined, first of all, the mediating effect of career satisfaction on the effect of the respect dimension of LMX in Model 1 on respect dimension IWB is observed (Respect → Career Satisfaction → Innovative Work Behavior). According to the results of the analysis based on the bootstrap method, it was found that career satisfaction mediated the effect of the respect dimension of LMX on IWB ($\beta = 0.072$, 95% CI [0.036; 0.123]). It can be stated that the mediation effect has an effect close to the low value of the completely standardized effect size ($K^2 = 0.09$ CI [0.046; 0.150]). This result shows that the respect dimension of LMX has a significant effect on IWB through career satisfaction. Moreover, the effect of LMX on career satisfaction and IWB in Table 6 Model 1 can be explained with 35% significance ($R^2 = 0.35$; $F = 75.584$; $p < 0.000$). In line with this result, the third hypothesis of the study “**H₃. Career satisfaction has a mediating role in the effect of the respect dimension of leader-member exchange on innovative work behavior.**” is accepted. The results of the analysis showing the moderating effect are presented in Table 6 Model 2. According to the results in Model 2, while the effect of LMX's respect dimension (X) employees' industry experience (W), and the interaction term ($X \times W$) on the dependent variable career satisfaction is statistically significant. Therefore, the seventh hypothesis of the study; “**H₇. Career satisfaction has a mediator role and sector experience has moderator role between leader-member exchange of respect dimension and innovative work behavior.**” is accepted.

Table 6. Hypothesis Test Results of Respect Dimension

Model 1. (Mediation Analysis) Respect (X) → Career Satisfaction (M) → Innovative Work Behavior (Y)												
n=302	Career Satisfaction (M)						Innovative Work Behaviour (Y)					
	β	SE	t	p	LLCI	ULCI	β	SE	t	p	LLCI	ULCI
Constant	2.044	0.185	11.042	0.000	1.680	2.409	2.201	0.159	13.827	0.000	1.887	2.514
Respect (X)	0.368	0.052	7.002	0.000	0.265	0.472	0.450	0.042	10.530	0.000	0.366	0.534
$R^2 = 0.15$ $F = 49.027$ $p < 0.000$						$R^2 = 0.31$ $F = 110.898$ $p < 0.000$						
Constant							1.800	0.177	10.132	0.000	1.450	2.149
Career Satisfaction (M)							0.196	0.051	3.789	0.000	0.094	0.297
Respect (X)							0.378	0.046	8.146	0.000	0.286	0.469
						$R^2 = 0.35$ $F = 75.584$ $p < 0.000$						
Bootstrap Indirect Effect $\beta = 0.072$ $t = 0.021$ %95 BCA CI [0.036; 0.123]												
Model 2. (Moderation Analysis) Respect (X) → Career Satisfaction (M)												
n=302	β	SE	t	p	LLCI	ULCI						
Constant	3.256	0.052	61.640	0.000	3.152	3.360						
Respect (X)	0.389	0.057	6.829	0.000	0.277	0.501						
Sector Experience (W)	0.090	0.053	1.670	0.095	-0.016	0.196						
(X) × (W)	-0.129	0.061	-2.114	0.035	-0.249	-0.008						
$R^2 = 0.17$ $F = 19.617$ $p < 0.000$												
Model 3. (Moderated Mediation Analysis) Respect → Sector Experience → Career Satisfaction → Innovative Work Behavior												
n=302							β	SE	t	p	LLCI	ULCI
Constant							3.030	0.179	16.858	0.000	2.676	3.384
Respect (X)							0.410	0.050	8.147	0.000	0.311	0.509
Career Satisfaction (M)							0.196	0.051	3.790	0.002	0.094	0.297
Conditional indirect effects of X on Y (Respect → Career Satisfaction → Innovative Work Behavior)							β	SE			LLCI	ULCI
Low Sector Experience							0.101	0.031			0.049	0.172
High Sector Experience							0.051	0.023			0.036	0.131
Index of moderated mediation							-0.025	0.013			-0.059	-0.003
							$R^2 = 0.35$ $F = 75.800$ $p < 0.000$					

5. DISCUSSION AND CONCLUSION

In this study, in which the mediating role of Career Satisfaction and the moderating role of Mediator sector experience in the effect of LMX on IWB were tested, two questions were investigated. The first one is, is there a mediating role of career satisfaction in the effect of LMX of textile employees on IWB? Secondly, how do the sector experiences of textile employees regulate the effect of LMX on mediating IWB through career satisfaction? In line with these research questions, it is aimed to make important individual and organizational contributions. When the values obtained as a result of this research are examined; it is seen that the effect, loyalty, and respect dimensions of LMX have a positive relationship with IWB and career satisfaction. Therefore, it can be stated that career satisfaction and IWB increase as LMX increases. In this case, it is obvious that textile employees are satisfied with their careers and therefore have the potential to show IWB, but they cannot reveal this perception due to sector conditions. In other words, as a result of the six hypotheses found as a result of the research, it can be stated that the level of employees exhibiting mediator IWB through career satisfaction of LMX depends on the duration of sector experience in the sector. These results also coincide with the results of other studies. For example, in a study conducted by Akçakanat et al. (2018), the mediating role of job commitment and the moderating role of perceived organizational support in the effect of LMX on IWB were examined. As a result of the study, it was found that work engagement has a partial indirect effect on the effect of LMX on IWB, while perceived organizational support has a moderating effect between LMX and IWB. In a similar study in which variables such as psychological empowerment, intrinsic motivation, and creative process were considered as mediators in the relationship between LMX and IWB, a mediation effect was found (Bibi and Afsar, 2018). From this point of view, it is seen both in this study and in other research results in the relevant literature that the effect of LMX on IWB is realized through some variables. Considering that career satisfaction is the level of satisfaction perceived to achieve goals and expectations at the individual level, it is important to examine the variables that result in satisfaction or dissatisfaction. In addition, these variables have been addressed in many studies as determinants of career satisfaction. For example, self-esteem, sense of competence, and multi-role stress as individual determinants of career satisfaction (Peluchette, 1993), age, gender, race, marital status, family structure, and dependency responsibilities (Judge et al., 1995), and immigration (Yap et al., 2010) as demographic determinants. On the other hand, there are some studies in which career satisfaction is used as a socio-demographic, mediator, and control variable (Martins et al., 2002; Ng et al., 2005). From the LMX perspective, it can be stated that the most important of these variables is the experience of employees in the sector.

5.1. Theoretical and Practical Contribution

The results of this study provide important contributions to both the related literature and practitioners. The first contribution to the related literature is the finding that IWB in the context of LMX and career satisfaction varies according to different sectors and levels of professional experience. This can be interpreted as an important indicator that IWB differs according to demographic variables. Another theoretical contribution is the limited number of studies on the subject. In particular, the answers to the questions (1) "Is there a mediating role of career satisfaction in the effect of LMX on IWB of textile employees?" and (2) "How do the sector experiences of textile employees regulate the effect of LMX on IWB through career satisfaction point to the lack of conceptual framework in the related literature?" The contribution of the research for practitioners should be evaluated for subordinates and supervisors. Considering the career satisfaction of blue-collar employees, especially in the textile sector, can be considered as a practical contribution to subordinates. It should be taken into account that each employee has an individual career planning regardless of the position in which the employees work, the nature of their work, physical and mental labor power. When evaluated by superiors, managers have various duties. Firstly, managers should pay attention to their subordinates' needs and desires for career satisfaction. Secondly, they should develop more relationships and social communication with their subordinates. Thirdly, managers should develop long-term working relationships with their subordinates and should act fairly in the use of organizational resources without discriminating between internal and external groups. As a matter of fact, it should be kept in mind that employees who are satisfied with their careers will increase production-service quality and thus exhibit IWB. It seems inevitable for organizations where IWB is exhibited to obtain competitive advantage. Lastly, the hypothesis 4 and hypothesis 8 of the LMX developed within the scope of the research could not be tested. The reason for this is that the statements of the contribution dimension are not suitable for factorization as a result of the relevant factor analysis.

5.2. Limitations and Future Recommendations

In this study, it was hypothesized that the questionnaire form prepared to determine the moderating role of career satisfaction in the effect of LMX on IWB was answered correctly and sincerely by the participants. In addition, since the face-to-face survey method was utilized in the field research, it was assumed that the questions directed to the participants were easily understood. It is assumed that the scales used in the research cover all the details of LMX, career satisfaction and IWB. This study has some limitations. First of all, the research is limited to LMX, career satisfaction and IWB within the scope of its problem, purpose and hypotheses. Therefore, the theoretical framework related to LMX, career satisfaction and IWB issues was determined and field research limited to these issues was conducted. Another limitation is that the study was conducted with a cross-sectional research design. It is suggested that future researches should prefer mixed research methods including in-depth interview method or longitudinal studies to fully understand the latent cause and process relationships between variables. It should not be neglected that the data collection method should also be taken into consideration in future research. As a matter of fact, the experience obtained within the scope of the research is that the participants provided sincere answers in the face-to-face survey method. Especially variables such as career satisfaction, which can be evaluated in both individual and organizational contexts, are of critical importance at this point. The fact that no findings were obtained regarding the contribution dimension of LMX within the scope of this study points to a gap in the related literature. In future studies, it is recommended to conduct comprehensive research on the antecedents and successors of this situation. In particular, it will be important at this point to determine how the contribution levels perceived by textile sector employees from their leaders change, to examine them through in-depth interviews or to prefer longitudinal studies.

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