



**NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
TOURISM MANAGEMENT**

**THE MEDIATING ROLE OF THE INTERPERSONAL TRUST IN THE EFFECT OF
AUTHENTIC AND CHARISMATIC LEADERSHIP STYLE ON SERVICE
INNOVATIVE BEHAVIOUR**

M.Sc. THESIS

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Nicosia

JULY, 2023

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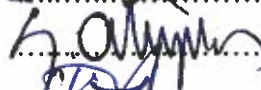
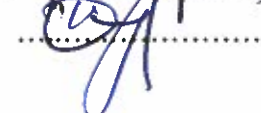
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Approval

We certify that we have read the thesis submitted by Sharleen Mandizvidza titled “**The mediating role of the interpersonal trust in the effect of authentic and charismatic leadership style on service innovative behavior**” and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Educational Sciences.

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Declaration

I hereby declare that all information, documents, analysis and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this study.

Sharleen Mandizvidza

...../...../.....

Day/Month/Year

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First and foremost, I am deeply grateful to God for allowing me to finish my degree, it was really not an easy task but he made it possible. Secondly, I am grateful for my supervisor Dr Ozlem Uzunsaf she worked extra hours just to make sure that my dream would come true. Not forgetting my mother, her prayers and unwavering support was all I needed to archive my goal. To my friends and family, I thank you for believing in me and for being there for me emotionally, this was really not an easy journey but you made it possible.

Sharleen Mandizvidza

Abstract

The mediating role of the interpersonal trust in the effect of authentic and charismatic leadership style on service innovative behavior

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AL and CL had developed as a positive leadership style and significantly impacts employees' attitudes and behaviours. Yet no empirical studies on both AL and CL style in the restaurant sector in Nicosia in North Cyprus exist. Therefore, this thesis empirically tests how AL and CL style influence restaurant employees' SIB. The thesis also investigates the mediating role of interpersonal trust between AL, CL and SIB.

A quantitative approach was adopted to collect information from the study sample. The study sample consisted of 167 restaurant employees working in Nicosia in North Cyprus. Explanatory factor analysis, correlation design, reliability and linear regression were employed to test the data and conceptual model.

Findings then show that six of the hypotheses were supported while one was not supported. As proposed, AL and CL style positively influenced SIB and trust and trust has positive significant influence on SIB. The findings show that trust partially mediates the impact of the CL on restaurant employees' SIB. On the other hand, it implies that no statistically significant relationship was found between AL style, on restaurant employees' SIB when trust was used as a mediator. Overall, this thesis contributes to the positive leadership literature and a better understanding by linking AL and CL one important performance variable namely SIB and exploring their comparative influences.

Key words: authentic leadership, charismatic leadership, trust, service innovative behavior, restaurant workers, North Cyprus

Öz

Otantik ve Karizmatik Liderlik Tarzının Yenilikçi Hizmet Davranışı Üzerindeki Etkisinde Kişilerarası Güvenin Aracı Rolü

Mandizvidza, Sharleen

MA, Turizm İşletmeciliği, Temmuz 2023, 82 sayfa

Otantik liderlik (OL) ve karizmatik liderlik (KL) pozitif bir liderlik tarzı olarak gelişmiştir ve çalışanların tutum ve davranışlarını önemli ölçüde etkilemektedir. Ancak Kuzey Kıbrıs'ta Lefkoşa'da restoran sektöründe hem OL hem de KL stili üzerine ampirik bir çalışma yapılmamıştır. Bu nedenle, bu tez OL ve KL stiline restoran çalışanlarının yenilikçi servis davranışlarını (YSD) nasıl etkilediğini ampirik olarak test etmektedir. Tez ayrıca OL, KL, ve YSD arasındaki kişilerarası güvenin aracılık rolünü de araştırmaktadır.

Çalışma örneklemeden bilgi toplamak için nicel bir yaklaşım benimsenmiştir. Araştırmanın örneklemini Kuzey Kıbrıs'ta Lefkoşa'da çalışan 167 restoran çalışanı oluşturmuştur. Verilerin ve kavramsal modelin test edilmesinde açıklayıcı faktör analizi, korelasyon tasarımı, güvenilirlik ve doğrusal regresyon kullanılmıştır.

Bulgular daha sonra hipotezlerin altısının desteklendiğini, birinin desteklenmediğini göstermektedir. Önerildiği gibi, OL ve KL YSD'ni olumlu yönde etkilemiştir ve güven yenilikçi servis davranışı üzerinde olumlu yönde önemli etkiye sahiptir. Bulgular, güvenin karizmatik liderliğin restoran çalışanlarının YSD üzerindeki etkisine kısmen aracılık ettiğini göstermektedir. Öte yandan, güvenin arabulucu olarak kullanıldığı restoran çalışanlarının YSD OL stili arasında istatistiksel olarak anlamlı bir ilişki bulunmadığını saptanmıştır. Genel olarak, bu tez, OL ve KL önemli bir performans değişkeni olan YSD arasında bağlayarak ve karşılaştırmalı etkilerini keşfederek pozitif liderlik literatürüne ve daha iyi bir anlaşılmasına katkıda bulunur.

Anahtar kelimeler: otantik liderlik, karizmatik liderlik, güven, yenilikçi hizmet davranışı, restoran çalışanları, Kuzey Kıbrıs

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List of Abbreviations

TRNC:	Turkish Republic of North Cyprus
AL:	Authentic Leadership
CL:	Charismatic Leadership
SIB:	Service Innovative Behaviour
ABT:	Affect Based Trust
CB:	Cognitive Based Trust
H:	Hypothesis
IV:	Independent Variable
DV:	Dependant Variable
RQ:	Research Question
ALS:	Authentic Leadership Scale
SpL:	Spiritual Leadership
SIBS:	Service Innovative Behaviour Scale
POB:	Positive Organisational Behaviour

Statistical Notstions

α:	Cronbach alpha
r:	Correlation coefficient
n:	Sample
m:	Mean
S.D.:	Standard Deviation
S.E.:	Standard Error
β:	Beta coefficient
%:	per cent
P:	Significance or P-value

R²: Coefficient of Determination

t: t-score

CHAPTER I

Introduction

In line with economic transformation and social development in the cooperate world organizations across the world advocating for innovation at their work places. We have identified that innovation is affected by the charisma and authentic leadership style at these work places and took an investigation on how restaurants employees and their leaders relate in Northern Cyprus specifically in Nicosia which is the main city in the Turkish Republic of Northern Cyprus.

Solution to the research question seeks to give enlightenment and awareness to the leaders-managers and executives on innovation at their work places. Observation is that many company leaders are not aware of the drivers of innovation in their work environments. Charisma and authenticity play a critical role on influencing the service innovative behavior of workers and if adjusted accordingly, positive results are exhibited. There are many explanations on why leaders are unaware, unwilling and afraid to cause innovation at their work places.

From a perspective of the social cognition theory, to explain the lack or existence of the capacity to innovate, belief in independent innovation plays a critical role. Mostly, independent innovation is influenced by the effect of the leaders. Authenticity in the context of cooperate business incorporates a sense of veracity, originality, credibility, trustworthy and dependability of the leaders. If the leaders are dependable and can stick to the company policies, the whole work environment can see innovation taking place.

In addition to that charisma being a necessary ingredient to the innovative ability of employees in businesses say the restaurants I am using as reference. It explains the absolute personality of a leader and it has a strong effect on the workers. Solutions towards lack of innovation in the cooperate world which have been stated in countries like China include enhancing

employee innovation by adjusting leaders hip style to a more charismatic and authentic one.

Statement of the Problem

The level at which scholars have been investigating the role played by authentic leadership (AL) and charismatic leadership (CL) has been increasing over the years as noted by (Avolio et al 2005, Brown et al 2020, Legan 2007, Gardner, et al 2011, Luthans et al 2003) and many more.

Innovative behavior is as a result of the role played by AL. Authentic leadership has a greater impact on the way which employees behaves in the organization. As a result of this AL plays an important role in making sure that there is innovative behavior in an organization. Being an authentic leader means that one is truthfulness, reliable and consistency (Luthens et al, 2003). Employees turns to have trust on someone who is reliable, truthful and consistency which will lead to innovative behavior. The organization which uses AL have high innovative behavior as a result of the leadership style which encourages SIB.

Making sure that employees have trust in their leaders is one of the main characteristics of authentic leadership (Agote et al 2016). There are many studies that has been done which shows the role of AL in making sure that the level of employee trust is always high. This consists of authentic leadership (Hassan et al, 2011, Kleynhanset al, 2021, Wonget al 2009, Kim et al, 2022) authentic leadership on employee trust (Wang et al, 2013). A good leadership approach which AL resembles has led to a successful working place (Iqba et al, 2020).

CL is characterized by great communication, compassion, confidence and listening skills (Puffer, 1990), these attributes make charismatic leadership gain trust from the employees therefore innovative behavior is also present within the organization. As a charismatic leader there are three main elements which they should carry and they consist of dreaming, compassion and acknowledgement (Choi, 2006). However charismatic leader has also been characterized by being selfish, doing their job for themselves and now for the organization (Connor et al, 1995).

The social change theory of social exchange states that all the behaviors of individuals are exchange activities connected to economic rewards. For employees to meet their needs, they need a remuneration in form of salaries hence for them to do better, according the social change theory of social exchange. On circumstances that the material exchange is fair enough, employees can be more innovative.

For employees to exhibit organization citizenship, there is a need for leaders to be authentic and be charismatic. Charisma satisfies the employees s organization spirituality and that can influence the innovative ability of the employees. Another important theory which explains the leaders and employees' relations is the learned diligence theory which explains that innovative ideas accumulate through learning therefore company leaders should provide resource materials and capacities for their employees. This theory supports the fact that when employees are supported by their leaders, they shift their energy from mistakes and errors but become more innovative.

Purpose of the Research

The relationship between the management and the employees plays a crucial role to the services which the employees offer to the customers as well as how they behave around their work place. As a result of that, the purpose of the study is to investigate how leadership styles (authentic leadership style and charismatic leadership style) have influence on SIB in the restaurant sector. The research will also investigate the mediating role of affect based trust and cognition-based trust (in this study overall trust has been tested) between authentic and charismatic leadership style and SIB of restaurant workers in Nicosia in North Cyprus.

In a nut-shell, this study supports that authentic and charismatic leadership is quite beneficial in the improvement of employee innovative behavior peaceful and passionate knowledge, leadership trust and support the efficient innovative behavior of employees. In addition to that, charismatic and authentic leadership styles allow employees to love and enjoy their work, experience their work peak state and completely engage with the systems and processes at their work places. In addition to that, the external incentives and

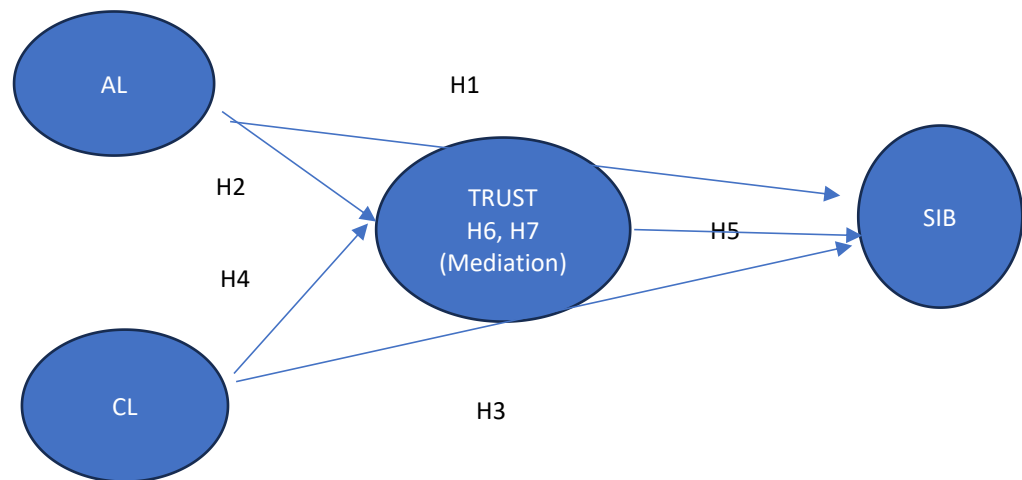
work environment which is set by the leaders determines the innovative level of employees, indeed it compensate energy losses and cognitive delays during innovative activities.

Research Questions and Hypotheses

AL and CL style are considered as independent variables. In this study overall AL has been tested. In other words, sub-dimensions namely relational transparency, moral perspective, balance processing and self-awareness not tested. In contrast, SIB plays the role of dependent variable (outcome variable). Trust (affect based trust and cognitive based trust not test individually in this study) plays the role of mediator variable as shown on Figure 1.1.

Figure 1.1

Theoretical model of the Study



The below research questions and hypothesis are proposed by the above explanation.

Research Question 1. What is the relationship between AL and restaurant workers SIB in North Cyprus?

Hypothesis 1. There is a statistical significance influences of AL on restaurant workers SIB in North Cyprus.

Research Question 2. What is the relationship between AL and restaurant workers trust in North Cyprus?

Hypothesis 2. There is a statistical significance influences of AL on restaurant workers trust in North Cyprus.

Research Question 3. What is the relationship between CL and restaurant workers SIB in North Cyprus?

Hypothesis 3. There is statistical significance relationship between CL and restaurant workers SIB in North Cyprus.

Research Question 4. What is the relationship between CL and restaurant workers trust in North Cyprus?

Hypothesis 4. There is statistical significance relationship between CL and restaurant workers trust in North Cyprus.

Research Question 5. What is the relationship between trust and restaurant workers SIB in North Cyprus?

Hypothesis 5. There is statistical significance relationship between trust and restaurant workers SIB in North Cyprus.

Research Question 6. Is the relationship between AL and restaurant workers SIB mediated by trust in North Cyprus?

Hypothesis 6. Trust mediates the relationship between AL and restaurant workers SIB in North Cyprus.

Research Question 7. Is the relationship between CL and restaurant workers SIB mediated by trust in North Cyprus?

Hypothesis 7. Trust mediates the relationship between CL and restaurant workers SIB in North Cyprus?

Significance of the study

The importance of this investigation hinges on results which can be used to assist leaders to increase productivity at their work places by making interventions internally. This mainly focuses on enabling the work place environment to be more conducive for high innovation and productivity. The influence of AL and charisma of the leadership has been investigated in order to check the role it plays for service innovation of employees and the overall

productivity at the work place. Their individual effect on service innovation of employees have been analyzed as well as their collective effect.

Critical in this study is the leader-employee engagement which is created when trust brings trust, balance, awareness, morality and positivism at the work place. This research is one of the few investigations which have been carried out on North Cyprus and the results which shall be produced are going to be used for intervention, that is, to better the leadership hence affecting service innovation positively. Results will contribute to the tourism industry. In addition to that, data can also be used to influence local and international visitors in restaurants in North Cyprus.

Limitations

Like any other investigation, the current research has some limits. SIB in the restaurant sector was investigated. As a result, study finding can apply to another services sector. In addition to that, our sample size cannot fully represent all the restaurants which are in Northern Cyprus.

Definitions of Key Terms

AL. the capacity of a leader to be self-aware demonstrating clarity and openness on matters. In addition, their capacity to be open and to disclose information taking into consideration the values, beliefs, sentiments and motives.

CL. A type of leadership which incorporates, inter-personal engagements, respect, trust to motivate others at the work place

Cognition-based Trust. This refers to a trust which exists between authorities and subordinates which goes beyond rational assessment.

Affect based Trust. It is defined as trust which emanates from the feelings of the employees towards their workers.

SIB. refers to the efforts of employees to bring in new ideas and support novelty in support of the growth of the organization (Mubarak et al., 2021).

CHAPTER II

Literature Review

This chapter will present a review of the available literature on the main variables of this study namely AL, CL (independent variable), trust (mediator) and SIB (dependent variable) within the scope of the research.

Leadership

The notion of leadership is as old as organized civilization itself, dating back to before recorded history. Winston and Patterson (2006) describe a leader as one or more persons who choose, equip, teach, and influence one or more followers with varied gifts, abilities, and skills in order to focus followers on the organization's goal and objectives. The leader's efforts, according to this description, have the impact of persuading followers to actively and eagerly expend spiritual, emotional, and physical energy in a concentrated effort to achieve the corporate goal and objectives. Similarly, Kruse (2013) defines leadership as "a social psychological process that maximizes the efforts of other individuals toward the attainment of a goal."

Leadership has had to develop over time to satisfy the changing requirements of society and industry. The notion of leadership was initially investigated in academic writing during the twentieth century. Several academics have observed the progression of leadership theory. According to (Van Seters and Field, 1990), formal leadership theories initially evolved during the Personality Era, which was separated into two periods: the Great Man era and the Trait era. According to scholars in this era, the behaviours and personality traits of great men and women could be studied and replicated by those seeking to be effective leaders (Bingham, 1927). However, the simplistic

nature of the theory and the sheer variance in the personalities of prominent leaders meant it was eventually deemed insufficient to define leadership. As such, leadership theory has continued to evolve and leaders are no longer seen as authoritative figures above their followers. To that end, Clark, Lotto and Astuto (1984) argue that leadership theory ought to be integrative so as to be relevant and applicable in any current era.

Classical Leadership Theories

A proper study of AL and CL theories requires the establishment of context, and as such it is necessary to include a brief overview of the classical leadership theories before the Transformational Era namely; Trait, Behavioural and Contingency approaches.

Trait Approach

Early research on the trait approach culminated in the Great Man Theory. According to this theory, individuals seeking to become leaders could study and imitate the personal traits of exceptional leadership figures and successfully replicate them (Uslu, 2019). However, the lack of scientific evidence this theory as well as the difficulties in imitating personality meant it fell out of favour over time (King, 1990). This gave way to research that looked at leadership as a result of traits rather than a particular personality. According to these iterations, there was a distinct difference between leaders and followers based on their individual traits (Fleenor, 2006). This approach was unidimensional as it looked at leadership from the leader's perspective. As such, there were criticisms of this approach as Uslu (2019) also notes that this approach did not account for environmental factors that contributed to distinctions between leaders and followers. This is further addressed by

(Zaccaro, 2007) who points out that the trait approach did not account for how situational variance affected the behaviour of leaders.

Behavioural Approach

The inadequacy of the trait approach to leadership gave way to the behavioural approach, which laid emphasis on the leader's actual approach in his duty rather than traits he/she may possess. According to Yukl (1989), differences between effective leaders and non-effective leaders can be observed and attributed to their behaviour while they serve as leaders. This is supported by research by Hunt and Larson (1977) who think of leadership behavioural patterns as a fragment of overall human behaviour. A number of studies have been carried out to investigate the efficacy of the behavioural approach to leadership; of note being the Ohio and Michigan study. This outlined two distinct behavioural approaches: the leader is mainly concerned with the completion of task objectives or he mainly focuses on relationship objectives (Fleishmann and Harris, 1962). However, as Yukl (1999) notes, the aforementioned approaches could not provide a sufficient explanation of leadership behaviour in a diverse array of situations.

Another more practical behavioural approach manifested itself in the form of the Managerial Grid developed by Blake and Mouton (1964). The 9X9 grid consisted of remarkable behaviour on one axis and constructed starting behaviour on the other axis. The implication was that an effective manager attains a score of 9 on both axes. Theories X and Y also gained popularity in leadership theory. Theory X postulated that individuals in an organization are passive and as such, rely on the guidance of their leaders to contribute to the goals of the organization, while Theory Y countered that by stating that people

work based on intrinsic motivation and a conducive working environment would be sufficient for them to work effectively (McGregor, 1966).

Further studies by scholars such as (Bass and Stogdill, 1981) would suggested that the behaviour of subordinates was not always directly linked to leadership behaviour. This, coupled with the fact that there is no single universal leadership style that can achieve the same results across all conditions as well as tasks, presented a gap in the knowledge of leadership studies.

Contingency Approach

A significant advancement in leadership research studies was signified by the emergence of the Contingency Approach. Northouse (2007) noted that the most efficient leadership style essentially consisted of 3 factors namely: leadership, situation, and followership. As such, a holistic leadership approach consisted of elements found in the aforementioned theories but not exclusive to any of them. In this light, behaviour, personality, influence, and situation intersect to produce good leadership. As research by King (1990) suggested, this approach sought to provide a match between a leader and a situation i.e. a leader's approach is contingent on the situation they are placed. The 3 most noted models based on this approach would be Fiedler's Contingency Model (1967), the Path-Goal Theory (House, 1971), and the Normative Theory (Vroom et al, 1978).

According to Fiedler (1967), there is leadership approach universally applicable in every situation. As such leader style should be tailored to fit the situation. This approach places emphasis on training leaders to modify the conditions to be more conducive to their own style. Leader-member relationships, job structure, and the position power of the leaders all come

together to determine the appropriate leadership approach to yield the best outcomes.

The Path-Goal Theory by House (1971) suggests that an effective leadership structure makes use of structure, assistance, and rewards so as to facilitate the creation of working environment that ensures employees can play a role in achieving organisational objectives. According to this theory, leaders should be able to set clearly defined targets (goals) and determine the means (path) that can be utilized to reach the goals. The Path-Goal Theory plays two key roles in achieving goals: improving the path towards them and establishing a target orientation (Newstrom, 2007). In other words, it emphasizes maintaining to facilitate conditions for followers' success rather than focusing as much on the environment or behaviour of the leader (House, 1971).

The Normative Model is another leadership contingency strategy (Vroom et al, 1973; Vroom et al, 1988). It suggests that, based on the circumstance and the requirement for decision agreement and quality, a leader's decision-making style would be most appropriate (Vroom et al, 1973). Model of decision-making for leaders are chosen from a range of leadership philosophies (from autocratic to participative) (i.e., Vroom et al, 1973; (Vroom et al, 1978).

According to King (1990), the last approach had significant appeal because it was highly practical for leaders. As a result, regardless of the traits and personality of leaders, leaders can alter their conduct to increase leader efficacy in diverse contexts.

Regardless of the fact that the contingency approach has been supported and grounded in extensive research (e.g., Vroom et al, 1978; Wood,

1994; House, 1971), it is not without flaws. Firstly, it assumes leader consistency and postulates a fixed process as opposed to a dynamic, continually shifting process (Vroom et al, 1995). Furthermore, it fails to investigate the effect of changing leadership behaviours on follower motivation and happiness. Lastly, it fails adequately specify what can occur if the leader and the work environment are incongruent.

Positive Leadership Theories

This study will focus on AL and CL, it is necessary to provide a brief overview of the forms of positive leadership. Transformational leadership (TL), servant leadership (SeL), ethical leadership (EL), and spiritual leadership (SpL) are among the other types.

TL

TL represents significant progress in the development of leadership theory, as it focuses on intrinsic factors more than the extrinsic (Van Seters et al, 1990). The concept was introduced in 1978 by Burns to provide a framework for a leadership style which is more flexible in terms of leader-subordinate relations, and aimed to fulfil their higher-order needs (Conger et al, 1994). Leaders are expected to be more proactive rather than reactive in their line of thinking, more progressive rather than conservative, more innovative and creative, and more open to change, according to TL theory (Bass, 1985). As a result, that style of leadership employs influence to motivate subordinates to be enthusiastic and committed rather than compliant and dissatisfied (Yukl, 1989).

SeL

According to Greenleaf (1998), a servant leader chooses to serve others. He prioritizes his followers' needs, desires, and interests over his own. Spears (2010) lists ten qualities that make a servant leader (listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community). The welfare of followers is crucial to serving as a leader (Winston et al, 2015). Van Dierendonck (2011) found that most contemporary corporations place a greater emphasis on a style of leadership that prioritizes the welfare of its members over the acclaim of the leader. The facilitation of follower development and performance can be done in two ways: directly by leaders coaching and training followers, or indirectly by offering help and creating a workplace that values ethics and openness (Patterson, 2003).

However, Van Dierendonck (2011) also points out that there is currently no agreement on a precise definition of servant leadership or the mechanisms by which it operates. Servant leadership has been characterized and operationalized using a wide range of characteristics (Hernandez et al., 2011). Examples of many descriptions include relational power, follower growth, organizational stewardship, altruistic calling, emotional healing, persuasive mapping, wisdom, and follower development (Barbuto Jr et al , 2006). Other definitions of servant leadership include moral love, altruism, vision, credibility, trust, and service (Denniset al, 2005; Patterson, 2003); voluntary subordination, authenticity (humility); stewardship relationship (service to members); responsible moral standards; transcendent spiritual beliefs; and transformational impact (Winston et al, 2004); Emotional healing, public value creation, acumen, inspiring personality, assisting subordinates in

growing and succeeding, putting followers first, and ethical conduct (Liden *et al.*, 2008).

SpL

Fry (2003) introduced the term SpL to describe a leadership style in which members convey belief in the institution's philosophy and targets, keeping them optimistic about the future of the company. Fry attributed the rise in the significance of this type of leadership to the introduction of the internet in the late 1990s, which meant that most organizations had to adapt and evolve in order to remain fully operational, which was a change from the traditional centralized organizational structure of companies since the Industrial Age (Hamilton *et al.*, 2001).

Fry asserted that spiritual leadership is required for a learning organization's transformation and long-term success. Therefore, in that context, spiritual leadership appeals to the foundational spiritual necessities of both the leader and followers, causing them to become more institutionally dedicated and effective. Furthermore, Fry noted that previous theoretical approaches had concentrated to varying extents on one or more components of the physical, psychological, or sentimental factors that influence human engagement in associations, while completely disregarding the spiritual element. According to a study conducted by (Chen and Yang, 2012) on the influence of spiritual leadership on organizational citizen behaviour, leaders' principles, preferences, and behavioural patterns have benefits for employees' meaning/calling and participation, and further enable employees to demonstrate outstanding organisational commitment, such as the selfless behaviour of aiding co-workers and the resulting job satisfaction in the organization.

EL

EL is a relatively new leadership concept that has garnered a lot of attention recently as companies and leaders have had to change to handle ethical challenges. As per Treviño, Brown and Hartman, (2003), an ethical leader must demonstrate institutionally appropriate behaviour through personal acts and interpersonal connections. An honourable leader has a duty to represent the values they wish to instil in their subordinates by doing so. Brown and Treviño, (2006) found that there was more potential for exploration in research that compared EL to similar leadership styles that had the same strong moral viewpoint (spiritual, genuine, and transformative leadership).

CL

The charismatic leadership theory is a broad concept that states that a leader's features, behaviours, influence, and environmental elements all work together to increase subordinate receptivity to ideological appeals (Conger et al, 1987). There is evidence that charismatic leadership can be taught (Howell et al 1989). A charismatic leader is self-assured and an excellent speaker who can generate devotion and drive their people. Workers under a popular leader had higher task performance in terms of the number of courses of action suggested and quality of performance, higher task satisfaction, and lower role conflict and ambiguity when compared to those working under compassionate leaders, based on the same study by Howell and Frost. Furthermore, those with charismatic leaders recommended more avenues of action, rated higher work satisfaction, and experienced less role conflict than those with structuring leaders. These findings are congruent with previous studies on charisma by Bass (1985) and House (1977)

The earliest incarnation of charismatic leadership theory is derived from Weber (1947)'s definition of charisma. According to Weber, charismatic leaders communicate a clear vision based on normative ideals. Shamir et al(1993) defined charismatic leadership as an interactive communication between leaders and followers with the following objectives; (1) ensuring the followers derive satisfaction from achieving goals set by the leader, (2) the followers holistically internalizing the leader's goals as well as his values and (3) the followers being willing to sacrifice their short-term interests for the sake of the collective aims of the organization.

Shamir and Howell (2018) also note that charismatic leaders usually become more suitable to an organization in times of uncertainty and crisis. This is usually as a result of people seeking a "saviour" and as such, tend to turn to leaders whose force of personality can provide much-needed guidance in difficult times.

Effects of CL

In recent times, a number of studies have been carried out to accurately assess the effect of charismatic leadership at organizational level. One such study carried out by Le Blanc et al (2021) sought to investigate if the charismatic leadership was effectual based on team potency, and if the extent of team interdependence played the role of a moderator in the aforementioned relationship. The results indicated that it was mostly at high levels of team interdependence that the positive effect of charismatic leadership could be clearly observed to improve innovative behaviour in the organization.

Interestingly, another research by DeGroot, Kiker and Cross (2000) on how charismatic leadership (CL) affected organizational outcomes revealed that CL, in fact, had a more prevalent effect at group level rather than individual level

when outcomes such as leader effectiveness, follower satisfaction and follower performance were observed. These analyses seem to point to insufficient conceptualization and measurement, as there is observable variation in results. Such criticisms are supported by scholars such as Antonakis *et al* (2016) who argue that charisma is an under-researched concept. However, an exhaustive study by (Banks *et al.*, 2017) suggested that with a more nuanced definition and selection criteria for values being measured, the validity of CL can be observed and established. As these various studies suggest, CL indeed has observable effects on more than just service innovative behaviour but there is room for more research and contribution to knowledge surrounding CL.

AL

AL was theorized by Luthans and Avolio (2003) as an intersection of positive organizational behaviour (POB) (Luthans, 2002), transformational/full-range leadership (FRL), or the high-end of FRL, along with studies on moral and ethical insight capacity and advancement (Schulman, 2002), that refers to driving factor for transformational leadership (Avolio and Gibbons, 1988; Kegan, 1982; Kuhnert and Lewis, 1987). In that sense, authentic leadership in organizations can be characterized as a leadership style derived out of both positive psychological cognitive abilities and a relatively sophisticated organisational environment, resulting in more self-awareness and self-regulated positive behaviours on the part of both leaders and subordinates, facilitating positive self-development.

The authentic leader is self-assured, hopeful, optimistic, adaptable, truthful, moral/ethical, and focused on training subordinates to be leaders. They are also true to themselves, and the shown behaviour motivates associates towards becoming leaders, which is comparable to the

leadership awareness described by Adams, Shahrin and Zainol, (2018). The genuine leader does not seek to compel or even intellectually convince colleagues, but instead models the growth of followers via their real values, attitudes, and behaviours.

According to McLaughlin and Kunk-Czaplicki (2020), the emergence of AL can also be attributed in part to a reaction to perceived leadership failings that led to major business crises in recent years. Against such a context, most experts wondered if conventional leadership theories adequately accommodated the challenges of modern leadership. Today, AL is viewed as beneficial to companies since it pushes for leaders' responsibility, as well as boosting their image and fostering trust inside of and external to the corporation Avolio and Gardner (2005). As per Walumbwa *et al.* (2010), authentic leadership is the extent to which a leader is aware of and demonstrates a pattern of openness and clarity in his/her behaviour toward others by sharing the information required for effective decision making, accepting others' inputs, and disclosing his/her personal values, motives, and sentiments in a way that allows followers to evaluate the professionalism and moral standards of the leader's decisions in a more thorough manner.

To comprehend AL, one must first examine its roots and terminology. Authenticity is at the heart of the AL ideology. According to Avolio *et al.* (2005), authenticity is captured in the Greek philosophical expression, "To thy own self be truthful". They also claim that the process of authenticity is nominative and instinctive in nature, which means that if a person possesses great confidence in their own authenticity, that approach to thought will become an intrinsic part of who they truly are. Nevertheless, it is equally crucial to stress that a leader who is authentic in the sense that they express themselves

honestly does not become inauthentic when confronted with emotional labour. Per the research carried out by Kempster, Iszatt-White and Brown (2019), this is the point at which a leader strikes a compromise between relational transparency and commitment to the leadership function.

In psychological research, the topic of authenticity is thoroughly explored. Nonetheless, there exists a paucity of definitional precision when it comes to authenticity, as experts continue to grapple with the subject of how authenticity must be characterized (Newman, 2019). This is mostly owing to the fact that authenticity is characterized in a variety of situations. After conducting a review of historical literature, Kernis and Goldman (2006) concluded that authenticity is established in numerous inner and behavioural processes that can shed light on how individuals investigate and develop a distinctive sense of self and manage specific information and circumstances over time. In that light, AL postulates that a leader should possess a firm understanding and awareness of self that enables them to communicate effectively and exhibit behaviour consistent with positive moral and ethical standards.

There is no universal definition of AL. As such, a number of scholars have come up with various definitions touching on varying aspects of the concept. Luthans et al (2003) defined AL as a process that relies on positive psychological capacities and a well-developed organizational context to foster increased self-awareness and self-regulated positive behaviours in leaders and followers, resulting in positive self-development. From its very inception, AL was described as "a pattern of leader behaviour that keeps drawing on and promotes both positive psychological capacities and a positive ethical atmosphere, in order to foster greater self-awareness, an internalized moral

perspective, holistic processing of information, and relational transparency on the part of leaders working with followers" (Walumbwa *et al.*, 2008).

According to Illies *et al.* (2005), AL is "a function of self-awareness, awareness to the perspectives of those around, and technical sophistication that culminates in the harmony of leadership action." As a result, authentic leaders are self-assured, honest, dependable, and trustworthy, and they concentrate on enhancing the qualities of their followers, widening their perspective, and establishing a pleasant atmosphere.

Dimensional Behaviours of AL

Based on the aforementioned idea of AL, Walumbwa *et al.* (2008) then defined four underlying sub-dimensional behaviours, namely self-awareness (ALSA), an internalized moral perspective (ALMP), balanced processing (ALBP), and relational transparency (ALRT). In this thesis overall AL has been investigated.

Self-awareness (ALSA) is the process of understanding one's own strengths and flaws, as well as how a leader impacts others (Walumbwa *et al.*, 2008). Based on this definition, leaders aim to nurture their followers' authentic growth by modelling these behaviours and promoting open and real connections with them. The far more crucial aspect is that ALSA is necessary for the creation of other AL elements.

Kernis (2003) believes that as people learn their capabilities and limitations, they must be able to witness their impact on others. In this stage of growth, the individual exhibits basic values, identity, sentiments, reasons, and intensive priorities and aims. Leaders' choices and actions would be more positive and functional if they were self-aware, understood who they were, and recognized what their primary objectives were (Gardner *et al.*, 2005).

In the end, ALSA is one of the most important traits of an authentic leader, which implies being honest to self as well as others (Ceri-Booms, 2010). Self-reflection allows people to gain clarity and maintain consistency with their essential ideas, identity characteristics, feelings, motivations, and aspirations. Authentic leaders frequently motivate their followers to discover specific perspectives in order to enhance personal development and progress.

Internalised Moral Perspective (ALMP) refers to a self-regulatory system guided by internal ethical laws and principles (Walumbwa *et al.*, 2008), and true leaders operate in accordance with them, even when under pressure from groups or organizations (Northouse, 2013).

Avolio *et al.* (2009) define ALMP as a self-regulation process in which people pursue their moral beliefs and values while eventually managing external stimuli that affect or influence their behaviour (Northouse, 2013). As a consequence, even while under strain or stress, external influences have no effect on the individual's behaviour (Tapara, 2011). This function was clearly not observed by company executives coping with scandals and financial catastrophes since the leaders' high moral standards should be directed by the legal, logical, and ethical framework (Luthans *et al.*, 2003). When compared with other models, the AL model is distinguished by its moral and ethical considerations. Some leaders (such as those who are seen as charismatic) may prioritize their own objectives over the needs of others, but a true leader who is aware of his role as a leader should always work for the benefit of others (May *et al.*, 2003; Shamir & Eilam, 2005; Sparrowe, 2005).

Balanced-processing (ALBP) This aspect states that when making judgments, one should consider other people's perspectives as well as essential facts while remaining committed to objectivity (Walumbwa *et al.*, 2008).

ALBP, like the other AL dimensions, can be cultivated in leaders and is beneficial to the company since it includes constructive leadership behaviours such as listening, avoiding favouritism, hearing the opinions of others, and being free of prejudice before deciding (Northouse, 2013).

Authentic leaders do not ignore, misrepresent, or distort external assessments, self-evaluations, and criticisms that encourage them to distinguish themselves and evolve to some extent (Gardner et al., 2005; Kernis, 2003). Nonetheless, Walumbwa et al. (2008) state that leaders might seek perspectives that contradict their fundamental beliefs but will not allow ideas or information that hamper decision-making.

Relational Transparency (ALRT)- This last component calls for communicating the reality about oneself to other individuals in an honest and open manner (Kernis, 2003). Transparency with others is something that only the individual can control. According to Kernis, this occurs when a person makes a conscious attempt to express their actual experiences, including emotions and impulses, with others. In this way, RT helps to enhance follower trust, and real leaders take the first step toward reciprocal trust.

Meta-Analysis of AL

(Zhang *et al.*, 2022) used meta-analytic methodologies to investigate the determinants and effects of authentic leadership, as well as whether national cultural variations and research designs influenced the links between authentic leadership and all outcomes. The study's findings demonstrated that leaders' emotional intelligence and the organizational ethical environment had a strong relationship with genuine leadership, and that authentic leadership had also been associated with a wide range of subordinate, leader, and performance-related outcomes. Furthermore, cultural differences acted as a moderator.

Another research by Lee *et al.* (2020) appears to reinforce this, with its findings indicating that genuine leadership accounts for the bulk of the significant variance in creativity (54%).

Interestingly, Purwanto *et al.* (2021) after conducting a study, seemed to note that psychological capital played a mediating role between authentic leadership and innovative behaviour. AL was also observed by Iqbal *et al.* (2018) to have a positive effect on outcomes such as organisational citizen behaviour while corporate social responsibility mediated the aforementioned relationship. However, this study was carried out across the banking sector in Pakistan and like most studies, may yield varying results across different organizations on a global level. Most studies of the effects of AL have not been universally carried out across diverse organizations and tend to vary in terms of measurement tools and a number of observations. Alvesson and Einola (2019) suggest a more conservative approach towards implementing AL (and positive leadership theory in general), citing the need for stronger theoretical foundations and more plausible measurement tools in the empirical studies on AL. This is also supported by (Crawford *et al.*, 2020) who notes that the current definition and structure of AL lacks clarity and there is need to recognize the individuality of followers as opposed to a leader-centric approach in studies.

SIB

According to Scott and Bruce (1994), innovation behaviour is defined as "the creation or adaptation of valuable ideas and implementation of new ideas, which begins with issue awareness and the exploration of new ideas or solutions for issues. As a result, employees' service innovation behaviours are centred on addressing work-related issues and enhancing service ways (De

Jong et al, 2010). Workers at businesses such as banks, for example, must generate ideas in order to facilitate the innovation process while keeping a competitive edge (Komaladewi et al, 2012). The key challenge for such organizations is to match customers' expectations while also providing essential services that guarantee customer loyalty and happiness.

Individual employee SIB, which relates to extra-role behaviour during service delivery, often has a beneficial impact on organizations. Yamak and Eyupoglu (2021) claimed that fostering SIB in workers might help various businesses such as banks and hotels. Management must also play a part in fostering a comfortable atmosphere that encourages staff to establish and maintain positive working relationships with supervisors, as this guarantees the definition of customers' priority and sensitive requirements so that they may be treated appropriately. In the hotel industry, Schuckert et al. (2018) discovered that both TL and AL boost follower psychological capital while enhancing follower SIB. This reveals an intriguing fact about the incidence and impact of SIB in various organizations.

Bani-Melhem, Zeffane and Albaity (2018) conducted a study to investigate the factors that influence SIB in the hospitality industry, using a sample of 328 individuals working in UAE hotels. They initially hypothesized that workplace stress played a mediating role, yet the results of their findings revealed that it was in fact co-worker support that was the mediator. The findings also revealed that the level of workplace happiness was the sole biggest determining factor behind SIB. This again leads to a question of the role leadership in creating an environment that encourages SIB, which according to a study by Widodo (2014) may prove important as both effectual leadership and a positive work environment lead to enhanced working performance.

Another study by Danurdara (2021) also interestingly notes that customer satisfaction can have a positive influence on SIB. This suggests that leadership may not be the sole motivator for SIB and other factors may also need to be mentioned.

Influence of AL and CL on SIB

Laguna *et al.* (2019) performed a multidimensional study to examine the connection between entrepreneurial business owners' genuine leadership and their workers' inventive behaviour. Their developed framework argued that workers' personal initiative and job engagement mediated the interaction between firm owners' authentic leadership (as seen by their employees) and their employees' creative behaviour. The model's hypotheses were evaluated using data acquired from 711 persons employed in 85 small businesses in three European countries: the Netherlands, Poland, and Spain. The model's research results were consistent with the constructed framework, which showed that when corporate leaders are perceived as decidedly authentic, their staff will exhibit more personal initiative and are more involved at work, and as a direct consequence, recognize more novel solutions to be implemented within the company. Furthermore, the findings revealed that leadership training, enhancing the quality of interactions between leaders and followers, and strengthening workers' individual initiative and job engagement might all help to enhance employees' innovative behaviour.

AL is a positive leadership style with the ability to affect employee SIB. As shown in preceding paragraphs, AL's four components can have a good influence on employee SIB. This occurs because authentic leaders bring psychological safety and tranquillity to their followers through being receptive to recommendations, exchanging them, and contributing to them, all of which

are seen as important variables in employee voice behaviour. AL, in general, clarifies facts clearly, organizes firm moral norms, and fosters honesty in dealing with subordinates. By possessing these characteristics, authentic leaders typically gain their subordinates' trust, generating psychological assistance and security, so subordinates feel comfortable taking on additional responsibilities (Rego *et al.*, 2012). As a consequence of this dedication, employees are motivated to freely discuss differing points of view and to share any position without fear. Employee voice behaviour, clearly established to be random, is proof of a growth catalyst that contributes to the voluntary expressing of thoughts and proposals for innovative behaviour (Walumbwa *et al.*, 2008).

According to the results of research conducted by Paulsen *et al.* (2009), it is critical for managers to employ a charismatic approach to leadership in order to foster innovativeness. Charismatic leaders foster team creativity by instilling a feeling of team identity and commitment, and they inspire team mates to collaborate by expressing ideas and participating in decision-making. While a charismatic figure encourages belief in his leadership, he incidentally inspires confidence in his followers, which has a net positive influence on SIB in the company. However, there is need to take the “awestruck effect” into account as noted by Menges *et al.* (2015) as he mentions how followers can inhibit their own expression in the presence of a charismatic leader. An inhibition of expression may serve to hinder SIB as SIB partly leans on creativity, which is rooted in free expression (Li *et al.*, 2016). As such, it is necessary that followers maintain their individuality while being team players.

Trust

Trust is defined as the readiness to be open to an authority/peer in exchange for favourable expectation as far as the authority's acts and motives Mayer, 1995). Trust can be at both an individual and organizational level. Cognition-based trust is based on intellectual evaluation of trustworthiness, but affect-based trust is based on sentiments toward the authority/peer which are besides any form of reasonable evaluation.

Interpersonal trust takes effort to establish , as it enables people to take risks without fearing the other party will take advantage of them (Porter et al, 1996). Competence and responsibility are seen as contributing factors(Butler Jr, 1991), as a leader need to be secure in the fact that they can trust the subordinates so as to commit and work together effectively.

For a manager to build cognition-based trust with subordinates, factors such as organizational structure, employee track record and social similarity may come into play (McAllister, 1995). Evidence that a peer has reciprocated well when trusted is key, as work relationships are typically personal and can extend for a considerable amount of time (Zucker, 1986). Most organizations set boundaries for cognition-based trust through role-prescribing, thus giving a new follower a chance to earn trust(Fox, 1974).

Although extrinsic elements that make relationship partners' behaviour predictable give lay the groundwork for cognition-based trust, insights into relationship partners' intentions cater towards the framework for affect-based trust. According to the findings of causal study, behaviour regarded as individually chosen rather than work-mandated, meeting real needs, and exhibiting interpersonal concern and empathy rather than enlightened self-

interest could be crucial for the formation of affect-based trust. For example, if a person believes his colleague actually cares about him, he may develop affect-based trust towards his colleague (McAllister, 1995).

Researchers have long sought to differentiate cognition-based trust and affect-based trust, but this has not yet proven to be a straightforward process. For instance, there is a popular notion that cognition-based trust is more suited in scenarios involving outcomes that include a subordinate's performance as well as a leader's effectiveness (Yang et al, 2009). But as Legood *et al.*, (2022) note in a review, affect-based trust can have identical outcomes. This is supported by de Jong et al (2016) whose study results point towards a strong relationship between cognition-based trust and affect-based trust. The classical definition of trust by Mayer et al (1995) and Rosseau et al (1998) establish trust as a unidimensional construct without much variation between the two types of trust. The other reason for this may also be the fact that more research has been directed towards cognition as compared to affect; consequently, affect-based trust cannot be distinctly defined as it does not have several distinct measures of its own (Legood *et al.*, 2022). This leaves room for further studies to be conducted, so that the knowledge about affect-based trust can be expanded.

Trust and SIB.

There is reason to believe trust plays an instrumental role in fostering innovation. According to Rashid et al (2020), interpersonal trust encourages collaboration, which encourages knowledge sharing and the resulting collaborative efforts give way to innovation within an organization.

Tajeddini et al, (2020) move further to suggest that it is crucial for managers to maintain relationships based on trust between them and employees so as to

encourage SIB. It is also important to note that research on service innovation has gradually expanded to view companies as part of larger innovation systems and networks, especially as far as service-based companies are concerned (Schilling and Werr, 2009).

A study by Monica Hu *et al.* (2012) on the impact of social exchange as well as interpersonal trust on SIB as well as the sharing of knowledge showed that the quality of interactions between leaders and followers had a net positive effect on SIB. From this study that made use of a sample of 466 employees, it was also noted that trust played a key role in the improvement of Leader Member Exchange (LMX) and Team Member Exchange (TMX) respectively. However, the efficacy of the particular study may be limited by the fact that it made use of self-reported measures. Another research by Lei, Nguyen and Le (2019) on the interconnectedness between trust and knowledge sharing seems to support this conclusion as well, with results indicating that knowledge sharing as a result of trust led to innovative behaviour. However, the study also left room for more research on workplace motivation and how it can factor into building trust and therefore, promote SIB. As such, it is prudent to consider the multidimensional nature of the aforementioned relationship.

Mediating Role of the Trust

Schaubroeck *et al.*, (2011) proposed a model in which cognitive and affective trust in the leader mediated the link between leader behaviour and team psychological states, that influence team effectiveness. This was evaluated on 191 financial services teams from Hong Kong and the United States. Through affect-based trust and team psychological safety, servant leadership improved team performance. According to the findings, transformational leadership mostly had an indirect influence on team performance via cognition-based

trust. Cognition-based trust increased team effectiveness directly while affect-based trust influenced team psychological safety indirectly. The effects of leader behaviour on team performance were completely mediated by factors related to confidence in leaders and team psychological processes. Beyond the effect of transformative leadership, servant leadership accounted for an extra 10% of the diversity in team performance. The conclusion suggested that further study on the link between leader behaviour and team effectiveness be conducted, as well as attempts to improve leader development by merging information from various leadership theories.

Michaelis, Stegmaier and Sonntag (2009) conducted a questionnaire-based study to evaluate the link between two qualities of leadership (charismatic leadership and confidence in top management) and followers' innovation application attitude. Controlling for followers' individual differences, management level, and department affiliation, research results from 194 employees working in R&D teams of a multinational automotive company revealed that charismatic leadership and trust in top management were both directly correlated to innovation implementation behaviour. The data show that followers' emotional commitment to transformation influenced both associations. This suggests a degree of interpersonal trust that enabled charismatic leadership to be efficacious. This tallies with the findings of Bass, (1985) who linked charismatic leadership with task satisfaction, meaning that employees will feel motivated to take on new tasks.

Authentic leaders demonstrate authenticity and are capable of instilling respect, credibility, and trust in their workforce (Bamford et al, 2013). They can concentrate on positive psychological capability and good ethical behaviours, cultivate amicable leader-follower relationships, and foster an

environment of self-development in the workplace (Walumbwa *et al.*, 2008). Conversely, there is need for interpersonal trust for authentic leadership to provide desired results. If for instance, there is reason to doubt the authenticity of a leader, he ceases to be authentic in the eyes of his followers. In that sense, the leader inspires trust for his leadership to create an environment where employees can be innovative. That way, his extension of trust is something of value to his subordinates.

Trust plays a key part in the motivation of employees and for positive leadership approaches which account for the higher-level needs of subordinates, this can prove key in fostering a culture of SIB. The effectiveness of charismatic leadership can only be enhanced if it works in tandem with authentic leadership, which is multifaceted and more geared towards ensuring higher-level needs of the employees are met. This is especially important in the service industry where employees have to regularly communicate with consumers as well as leaders. Seeing that cognition-based trust is more “objective”, it is important that leaders adopt it as a motivational tool, as more innovative and accomplished peers are more likely to be trusted. Affect-based trust is equally important and requires healthy relationships for it to grow. Through clear ethical standards, clear communication and vision, leaders can carefully build affect-based relationships with subordinates to trust them and this ultimately benefits the organization if the work environment remains healthy and SIB is encouraged. As such, it is imperative that leadership approaches account more for the building of interpersonal trust so as to expand the knowledge on the relationship between the two. However, there is still a dearth in literature on the role of interpersonal trust in enhancing the effect of authentic and charismatic leadership style.

Based on the existing literature explaining the relationship between AL/CL and SIB with trust as a mediator, a few observations can be made. The recent expansion of the framework of interpersonal trust means that it is crucial to now also consider customers as part of the innovative process in the service-based industry (Monica Hu *et al.*, 2012). In another study by Parayitam and Dooley (2009) to assess how the two types of trust moderated outcomes, it was observed that cognitive-based trust was in fact more instrumental and this can be explained by its rational nature. As such, this may suggest there is in fact, a distinction between the two types of trust and transformational leadership is more suitable for effecting SIB through cognitive-based trust.

However, there is a clear lack of literature on affect-based trust, and this necessitates further research. Also, there is need to establish a strong framework for AL and CL that bridges theory and empirical studies to paint a clearer picture of the suitability of either (or a combination of) the different leadership styles so as to correctly assess their impact. This means more comprehensive studies ought to be conducted in the future. Interpersonal trust has proven to be important in ensuring leaders are more effective, as an effective leader should be able to construct strong working relationships rooted in trust so as to ensure his subordinates are motivated to achieve organizational goals. It remains to be seen how positive leadership theory (AL and CL in particular) will continue to evolve and to what extent it can be implemented for positive impact.

Investigations have demonstrated that leadership style is very critical as it affects employee innovation. Leadership behavior affects implementation of the organization vision and innovation capacity. The composition model states that the leadership/management style has an effect on the creative behavior of

the employees. In addition to that, further results under this model outlines that creativity mostly happen when employees are in a comfortable environment whilst the leadership encourage the employees to do their best (Amabile, 1997).

The effect of being an allowance to be creative in a comfortable environment is that there is no fear of being punished when mistakes happen. This implies that, in a creative environment, mistakes are bound to happen. Companies which shun innovation and creativity inhibits employees to try new things hence there won't be any innovation which will exhibit (Amabile, 1997). Charismatic leadership has an impact on the attitude of employees. In actual sense, it adds positivism to the employees and give them creative power (Aimebel, 2005).

Charismatic leaders do persuade and encourage employees to resonate with the company vision and goals and that builds innovative ability of employees. Referencing the Mon's goal-oriented theory, given that employees are given a clear vision and goals, they are ready to receive them and act with creativity to achieve what is needed to be accomplished. Positive motivation is an ingredient to employee creativity. In addition, that, there should be efforts by leaders to encourage work by means of providing incentives, and use the vision and mission of the organization to potentate the creative power of the employees (Aimebel, 2005).

In the work space, there are work related flows which explains the peak emotional experiences that both the organizational leaders and the employees produce at work. Work immersion is extensively affected by the personal characteristics and the leadership style of at any organization (Aimebel, 2005). There are many theories which explains the rate at which employees internalize information in their work spaces. One of the theories

called the self-concept theory of charismatic leadership explains that charismatic leadership has got an effect on followers and in this regard, we mean employees.

The charismatic leadership is realized by many signs such as the internalization of materials by the employees, high sense of responsibility for the organization, personal identity, social identity, accumulation of collective self-efficacy of employees at the work place. All these aspects are influenced by the leadership style of the leaders. As noted earlier on, charismatic leaders have got the capacity to motivate employees so that they can be more interested in the development of products and services.

Charismatic leaders have got the capacity to express the cooperate vision and enable the employees to understand the company s development direction as well as the future company goals. Leaders are responsible for the creation of trust and understanding within the company framework. As it shall be explained in paragraphs below, enthusiasm should be spearheaded by the organization leaders and it can boost innovation level of the employees at the work place. In a peaceful environment, subordinates do make work easier for the employment and they create space for innovation to take place. In other words, there should be a harmonious passion which predicts the employee's immersion experience. The effect of a peaceful environment is reduction of exhaustion.

Leaders plays a big role in making sure that the organization is operating to its maximum capacity, this applies when the employees have trust in their leaders (Burkeet al, 2007). The level of trust which the employees have over their employers have effect on how they will do their jobs, those that have high level of trust they tend to excel in their job while those that do

not trust their employees, they are not motivated to do more as well as to excel in their tasks, (Mineo 2014). Building trust between the management and the employees helps in resolving conflicts at work place and building confidence which plays a major role on service innovative behavior, (Yu, et al, 2018).

The role played by trust in leadership styles has been noted as important in many analysis done to show the role it plays, for example leadership styles (Yasiret al, 2016), Communication and trust are key (Boieset al, 2015), trust and leadership styles (Kovač et al, 2010), Job satisfaction (Muslichah et al, 2018), ethics and morality (Yasir & Mohamad), power and moral (Krshnan, 2003) and many more.

Trust between the management and employees helps to improve the workers innovative behavior (Tian, Sanchez, 2017). According to Katz (1964), every business needs a leader who is an expert leader on motivating employees to show good behavior as a way of showing productiveness and loyalty. Each and every member of an organization has a role to play in making sure that there is innovation behavior at their workplace.

Authentic leadership is regarded as one of the most important determinants which influence service innovative behaviour by workers (Hu Y *et al.*, 2018). It encourages the effective and efficient sharing of information at the work place. In addition to that, authentic leadership has got a positive effect towards pro-active personality. It also accepts the efforts of follower's whilst it validates transparency all the time (Niu *et al.*, 2018). Service innovative behavior refers to the efforts of employees to bring in new ideas and support novelty in support of the growth of the organization (Mubarak et al., 2021).

There are numerous factors which influence employee innovative work behavior as reported by previous investigations, leader-member exchange and servant leadership at the work place (Khan *et al.*, 2018). All the factors which are being outlined are being regarded in the context of behavioral context. Being a proactive personality is ideal in the improvement of creativeness as well as the generation of novelty for beneficial ideas (Song et al, 2020). Leaders who are authentic have a capacity of influencing the team to perform innovative work (Newman *et al.*, 2015).

CHAPTER III

Methodology

In this study, the methodologies which are applied intends to define how the research is going to be done in terms of the approaches in data collection, the tools to be used and how the measurements are going to be affected. In addition to that, the section will also address the philosophy of the study. The sample and target population, as well as the study design.

Research methodology refers to a way in which solutions are discovered in order to answer a research question. The research methodology, from that perspective, should fully address all intended questions. The investigations to be conducted question the researcher on the validity of their hypothesis to then give conclusions on the results obtained in the later chapters hence this chapter should be comprehensive and capable of giving effective method in data collection in specified target groups (Khotari,2004).

Research Philosophy

Research philosophy focuses more in the collection and analyzing of data and it is the premise of the research study. A research philosophy should carry positivism, pragmatism and constructivism and to explain that further, pragmatism explains the cat of incorporating all the available strategies or approaches to understand the problem. It is of much importance that different research methods are applied in the study to allow an effective data collection which will allow valid results to be obtained. Research philosophy outlines that the research question and objectives are the major factors which influences the research philosophy (Saunders et al, 2008). In this assessment where the effect of authentic leadership on the behaviour of people in work spaces is questioned

Descriptive research design focuses on producing data which describes the characteristics of the subjects which are under investigation. The main goal of descriptive research design is to show a precise a precise profiling of the investigated phenomenon (Shajahan, 2009). We adopted a positivity approach philosophy which check social reality at the restaurants to get generalizations of the results and this approach has an ability to find detailed information and

enables the relationship between variables to be causally predicted or explained, Bryman et al, 2015.

Research Design

The research design is a structure or a plan which helps the researcher to answer a research question. A research design has got an ability to bring out a coherent, acceptable and logical integration of different components in the study so that the whole concepts are effectively dealt with. Research designs examples include descriptive, causal and exploratory (Creswell, 2014). In exploratory study design, there is loose presentation of data and the research problem is not clearly defined.

In addition, in exploratory research design, the study is to a greater extend qualitative and do not give conclusive proof in all cases which are involved. This study approach is quite applicable in cases where little is known about the problem which then determine the subjects, the patterns, the ideas. If clarification of a specific phenomenon is the goal, then the exploratory study design can be applied (Samuel and Page, 2007). Longitudinal and cross-sectional approaches are used in descriptive research design (Hair *et al.*, 2007). Descriptive study design answers questions which are related to who, why, where and when and aim to find the existing variables as well as the occurrence frequency. Examples of descriptive research include meta-analysis and case sties (Sekaram et al, 2016).

Causal research comprises of the identification of the relationship which exists between the causes and the effects as well between different variables under investigation. At the end there is a determination of the cause and effect. In this type study, experiments are conducted to determine causality because without that it is very difficult to be conclusive. In addition to that, in causal research, the main goal is to explain how variables interact and in a causal prediction, the focus is to, for example, to stage the effect of one variable through the manipulation of its former but holding the later constant (Cooper and et al, 2014). Finally, causal research is highly recommended as it involves valid experimental designs (Shajahan, 2009).

Another research approach is the use of case studies which focus on collecting data from a particular object, activity or event. Good examples of

focus points include a specific organization or business. To define a case study, we can simply say that it is a thorough and effective study of a very limited set of data where its focus is to collect and explain the data, objectives, study design, tools used, and the data collection process (Bryman et al, 2015).

Under case studies, there is also the meta-analysis which involves quantitative analysis procedures which focuses on the study of previous data sets. The process encompasses analyzing previous data, merging that data, and combining components. Validity in that kind of investigation is not guaranteed since the researcher was not part of the investigation of the existing data under assessment (Quinlan, 2011). Under methodology, correlation is also defined which help the researcher to predict relationships of various variables. Variables which are usually involved are dependent and independent variables which are critical in the formation of models. Correlation also figures out the extend of relationship of certain variables.

In this study focus is given on the relationship between AL, CL, trust (as a mediator) and the SIB within the restaurant sector in North Cyprus.

Population and Sample

The study population which was covered was restaurant employees in North Cyprus. Due to the purpose of the study non-probability sampling technique that samples are being collected in a process that does not give all the individuals in a population and have equal chance of being selected or their probability weight is not established. Quota, snowball, judgemental, and convenience sampling are elements of nonprobability sampling.

In this study convenience sampling used. Researcher preferred this sampling because of cost effectiveness, quickness, convenient and nearness to the researcher. The main limitation of this sampling technique is that results cannot be generalised because the researcher has no control over the representatives of the study.

The responses were obtained from the employees which comprised of customer service representatives, waiters, cleaners and cashiers.

The study population were employees working in restaurants in Nicosia.

According to Resbir (2022), there are 300 registered restaurants in Nicosia.

Krejcie et al 1970) claims that if the population is 300, the representative sample number is recommended as 169.

To conducting the research, researcher applied the Near East University ethical committee. Researcher started to collect the data upon approval and looking on our research design, our investigation did not break any ethical standards or norms hence we indulged into the data collection phase. Since consent is critical, we initiated ourself by explaining the ethical implication and asking permission to each and every participant. we expressed to every participant that at any time they would feel uncomfortable they were free to leave and their incomplete data will be discarded too.

Before starting the survey, we also outlined the research purpose to the restaurant managers to stage safety. The research investigation was scrutinized before we were accepted by the managers of different restaurants.

On the research instrument cover, participants rights to withdrawal at any given point in time, anonymity, and voluntary participation were highlighted. As mentioned earlier on, 167 restaurants approved us to conduct research. With the help of the managers, we managed to distribute my 210 questionnaires to all 167. Just few restaurants turned us down for unknown reasons. In addition to that the data collection process involved insertion of a case number to each and every questionnaire for data management purposes. Also, to note that data was edited, sorted and coded hence throughout the entire process, consistency, completeness and accuracy were kept. The Statistical Software for Social Sciences (SPSS) version 22 was used to analyse the coded data. The response rate of this study was 79.52 %.

Measurements

In this study we applied a quantitative research approach through the use of questionnaires. These were self-administered questionnaires Likert scale (5 point) which range from 1 as strongly disagree 5 as strongly agree. Questionary consist of 5 parts namely demographic questions, AL scale, CL scale, SIB scale, Trust scale.

Demographic Variables

On the demographic variable section, there were 6 questions which were directed the followers. They asked on their nationality, age, gender, marital status, length of the time at the institution, length of time with the supervisor at the restaurant. We included many variables to allow nothing to be left out as well as improving generalization.

AL scale

AL scale employed 'n the study to establish how employees felt about their supervisors' AL behaviour. Walumbwa et al.'s (2012) 16 item AL scale used in the study. AL scale dividing four sub-dimensions (relational transparency, moral perspective, balance processing, self-awareness) but because of the purpose of the study researcher test overall AL scale. 'My leader use core believes for make decisions' was one of the repetitive items.

CL Scale

Researcher employed Conger et al (2000) 5 item scale. 'Supervisors give their employees a sense of security even in conditions of stress' was a sample item from CL scale.

Trust Scale

Trust scale developed by McAllister (1995) employed in this study. The scale consists of 12 items, 7 for cognition-based trust and 5 for affect based trust. In this study researcher tested overall trust of employees due to the purpose of the study. 'The team members have a sharing relationship' was a sample item from the trust scale.

SIB Scale

Scott and Bruce's (1994) SIB 6 item scale were employed in this study. 'I champion and promote other people's ideas' was a sample item from the SIB scale.

Data Analysis and Evaluation Procedures

SPSS version 22 was used to do the analysis of the data. Various analytical approaches were used to study the variables in the cases. In the analysis, descriptive, correlation, EFA factor analysis, Cronbach's alpha value tested. Regression analysis done for testing direct relationship between variable. Baron and Kenny's (1986) four condition approach employed for testing the indirect effect of study variable (trust). To be certain of whether

there was a mediation effect in our data, the study used two statistically rigorous methods namely Aroian version of the Sobel test (Baron & Kenny, 1986) and the bias-corrected bootstrapping method (Peacher & Hayes, 2004).

CHAPTER IV

Data Analysis and Findings

Sample Demographics

SPSS version 22 was used to analyse all statistical procedures.

Table 1 shows research respondents' profiles. The total net number was 167 respondents. Frequency was used for looking at detailed research, including demographic data.

Table 1.

Demographics Profile

Characteristics	Categories	Frequency	Percent (%)
Gender	Female	93	55.7
	Male	74	44.3
Nationality	Turkish Cypriot	128	76.6
	Turkish	19	11.4
	Other	20	12.0
Age	18-25 years	47	28.1
	26-30 years	61	36.5
	31-35 years	30	18.0
	36-40 years	24	14.4
	41-45 years	5	3.0
Marital Status	Single	13	7.8
	Married	154	92.2
Education level	High school	26	15.6
	University	124	74.3
	Master	15	9.0
	Doctorate	2	1.1
Experience	Less than 1 year	35	21.0
	1-5 years	84	50.3
	6-10 years	42	25.1
	11-15 years	6	3.6

n=167.

As can be seen in Table 1, 44.3 % (n = 74) of restaurant employees were female and 55.7% (n = 93) male employees which is considered as the majority of the respondents.

The nationality of the respondents was representing 76.6 % (n =128) Turkish Cypriots, 11.4% (n= 19) Turkish, and 12% (n = 20) others. It shows that Turkish Cypriot participants were exhibited a higher frequency than any other nationalities.

The age groups of the individuals who participated in this survey were analyzed and the results show that the highest frequency was in the 26-30 age group with 36.5 % (n=61) whilst the least participants came from the 41-45 age group with 3% (n =5).

Results show that from the total number of 167 individuals 92.2 % (n=154) married and 7.8% (n=13) were single.

In the level of education, 15.6 (n=26) had high school degree, 74.3% (n= 124) had university degree, 9 % (n= 15) had mater degree, 1.2%(n=2) had doctorate degree. Accordingly,

In terms of years working in restaurant sector, 21 % (n=35) had less than one year, 50.3% (n=84) had 1-5 years, 25.1% (n=42) had 6-10 years, 3.6 % (n=6) had 11-15 years and more. It can be inferred that the majority of the respondents had 1-5 years restaurant experience than others.

Factor Analysis

Explanatory factor analysis (EFA) was used to look at the structure of the underlying factor of a group of variables without imposing a preconceived system on the outcome. As with the previous task, EFA imposes no significant restrictions on data; there are no restrictions on the structure of relationships between observable and latent variables (Albright & Park, 2009).

The 39 items used for the scales on the conceptual constructs were tested using an EFA Principal Component Method by using SPSS version 22 for suitability of the data for factor analysis was assessed. The primary purpose of this method was to reveal the latent variables.

According to Field (2009) criteria for KMO value are following; .500-.700 is mediocre, .700-.800 is good, .800-.900 is great, and above .900 is superb values.

As can be seen in Table 2, item loadings of the statement related to the AL factor were over.500 (Hair et al., 2014), Kaiser-Meyer-Olkin value was .804, excellent level to explain the factor (Tabachnick & Fidell, 2007), and Bartlett's (1954) test of sphericity reached statistical significance ($\chi^2 = 521,441$, $df = 120$) at $p = .000$, which was acceptable.

Table 2.
EFA for AL

Factor	Item loadings	KMO and Bartlett's tests
AL1	.658	
AL2	.845	
AL3	.831	
AL4	.870	
AL5	.881	
AL6	.846	
AL7	.840	
AL8	.846	
AL9	.844	
AL10	.751	
AL11	.823	
AL12	.788	
AL13	.738	
AL14	.883	
AL15	.878	
AL16	.789	
		.804(52114,411/120), $\rho=.000$

As can be seen in Table 3, item loadings of the statement related to the CL factor were over .500 (Hair et al., 2014), Kaiser-Meyer-Olkin value was .672, excellent level to explain the factor (Tabachnick & Fidell, 2007), and Bartlett's (1954) test of sphericity reached statistical significance ($\chi^2 = 652,056$, $df = 10$) at $\rho = .000$, which was acceptable.

Table 3.
EFA for CL

Factor	Item loading	KMO and Bartlett's tests
CL1	.767	
CL2	.783	
CL3	.739	
CL4	.872	
CL5	.892	
		.672 (652,056/10), $\rho=.000$

As can be seen in Table 4, item loadings of the statement related to the Trust factor were over .500 (Hair et al., 2014), Kaiser-Meyer-Olkin value was .722, excellent level to explain the factor (Tabachnick & Fidell, 2007), and Bartlett's (1954) test of sphericity reached statistical significance ($\chi^2 = 1191,328$, $df = 15$) at $\rho = .000$, which was acceptable.

Table 4.
EFA for Trust

Factor	Item loadings	KMO and Bartlett's tests
Trust1	.946	
Trust2	.894	
Trust3	.952	
Trust4	.662	
Trust5	.867	
Trust6	.816	
Trust7	.946	
Trust8	.894	
Trust9	.952	
Trust10	.944	
Trust11	.841	
Trust12	.803	
		.722(1191,328/15), $\rho=.000$

As can be seen in Table 5, item loadings of the statement related to the SIB factor were over .500 (Hair et al., 2014), Kaiser-Meyer-Olkin value was .813, excellent level to explain the factor (Tabachnick & Fidell, 2007), and Bartlett's (1954) test of sphericity reached statistical significance ($\chi^2 = 1435,644$, $df = 13$) at $\rho = .000$, which was acceptable.

Table 5.
EFA for SIB

SIB1	.822	
SIB2	.845	
SIB3	.941	
SIB4	.911	
SIB5	.909	
SIB6	.898	
		.813 (1435,644/13), $\rho=.000$

Reliability Test

To verify the internal consistency Cronbach's Alpha was used and this is demonstrated in the Table 6. Results are showing that the Cronbach alphas values was higher than the threshold value of 0.70 (Hair et al., 2010). The values which are given are of ALS, CLS, trust, and SIB and their values are 0.941, 0.948, 0.967, and 0.979 respectively. These results demonstrate that these scales were reliable (Bagozzi et al 2012). The study's fundamental model was well fitted to the data. As a result of these findings, the hypothesized

model now has discriminative validity.

Table 6.
Reliability test for the study variables

Factor	Adjusted no of items	α
AL	16	.941
CL	5	.948
Trust	12	.967
SIB	6	.979

n=167

Descriptive and Correlation Analysis

The univariate normality test was evaluated by help of SPSS version 22. The absolute skewness and kurtosis values were mathed with the responses to the observed variable to check the univariate distribution. As a result, the skewness values ranged from .388 to .870, while the kurtosis values were between .560 and 1167. As shown in Table 7, results met the Kline's (2022) skewness criteria <8 ; these findings demonstrated that there was no evidence of univariate normality.

Table 7.
Skewness and kurtosis of variables

Variable	Skewness	Kurtosis
AL	.703	1167
CL	.870	.562
Trust	.388	.900
SIB	.644	.992

Pearson correlations, means and standard deviations of constructs were calculated and the inter-correlations between the constructs were found and are presented in Table 8. Results show that AL, CL, trust, and SIB have positive relationship.

The mean value of AL is 4.04 (S.D.= .417), indicating that restaurant employees have a positive attitude toward their supervisor. The CL poses a 4.08 (S. D. = .418) mean value, and it is highest mean value between variables. The trust of restaurant workers had 4.06 (S. D. = .466) mean value. The mean value of the SIB was 3.99 (S. D. = .441), and it was the lowest value between variables. These results show restaurant employees perceptions of all variables are beneficial.

AL appears to have the highest Pearson' coefficient of correlation on the SIB of restaurant employees, with $r = .907$, which was regarded as significant. SIB has a high correlation with their CL ($r = .866$) as well but less than AL. With $r = .741$, Trust appears to have the lowest meaningful correlation with restaurant employees SIB.

Among all variables the highest correlational relationship is between AL and CL, with $r = .950$ which is strong. AL and CL have the significant positive correlational relationship with $r = .943$ and $r = .934$, respectively. As a result, correlations provide initial evidence in support of our hypothesised relationship of the study.

Table 8.

Means, standard deviations and correlations of variables

Details	Mean	S.D.	1	2	3	4
AL	4.04	.417	-			
CL	4.08	.418	.950**	-		
Trust	4.06	.466	.943**	.934**	-	
SIB	3.99	.441	.907**	.866**	.741**	-

$n=167$; $p < .05$ **

Direct Effects

The linear regression analysis done by using SPSS to test direct effects of variables.

Findings for Hypothesis 1. There is a statistical significance influences of AL on restaurant workers SIB in North Cyprus.

The linear regression from AL to SIB is positive in line with H1 ($\beta = .741$, $t = 14.195$). The SIB of the restaurant employees increases by 74.1 % due to the increase of one unit AL. The model was found to be fit ($R^2 = .547$, $\rho = .000$), with AL explaining .54 % by the SIB of restaurant employees. As a result, H1 was supported. Table 9 summarise the results of direct effect.

Table 9.

Summary of results

Hypotheses	β	S.E.	t	ρ
H1. AL on SIB	.741	.049	14.195	.000

$F=201,497$; $\rho < 0.05$; $R^2=0.547$; $DW=1.848$

Findings for Hypothesis 2. There is a statistical significance influences of AL on restaurant workers trust in North Cyprus.

The linear regression from AL to trust is positive in line with H2 ($\beta = .766$, $t = 1.867$). The trust of the restaurant employees increases by 76.6 % due to the increase of one unit AL. The model was found to be fit ($R^2 = .889$, $\rho = .000$), with AL explaining .88 % by the SIB of restaurant employees. As a result, H2 was supported. Table 10 summarise the results of direct effect.

Table 10.

Summary of results

Hypotheses	B	S.E.	t	ρ
H2. AL on trust	.766	.061	1.867	.000

$F= 337.190$; $\rho < 0.05$; $R^2=0.889$; $DW=1.837$

Findings for Hypothesis 3. There is a statistical significance influences of CL on restaurant workers SIB in North Cyprus.

The linear regression from CL to SIB is positive in line with H3 ($\beta = .866$, $t = 1.857$). The SIB of the restaurant employees increases by 86.6 % due to the increase of one unit CL. The model was found to be fit ($R^2 = .748$, $\rho = .000$), with CL explaining .74 % by the SIB of restaurant employees. As a result, H3 was supported. Table 11 summarise the results of direct effect.

Table 11.

Summary of results

Hypotheses	B	S.E.	t	ρ
H3. CL on SIB	.866	.167	1.857	.000

$F=489,991$; $\rho < 0.05$; $R^2=0.748$; $DW=1.848$

Findings for Hypothesis 4. There is a statistical significance influences of CL on restaurant workers trust in North Cyprus.

The linear regression from CL to trust is positive in line with H4 ($\beta = .817$, $t = 1.468$). The trust of the restaurant employees increases by 81.7 % due to the increase of one unit CL. The model was found to be fit ($R^2 = .666$, $\rho = .000$), with CL explaining .66 % by the trust of restaurant employees. As a result, H4 was supported. Table 12 summarise the results of direct effect.

Table 12.
Summary of results

Hypotheses	B	S.E.	t	ρ
H4. CL on trust	.817	.051	1.468	.000

F=330,083; $\rho < 0.05$; $R^2 = 0.666$; DW=1.848

Findings for Hypothesis 5. There is a statistical significance influences of trust on restaurant workers SIB in North Cyprus.

The linear regression from trust to SIB is positive in line with H5 ($\beta = .713$, $t = 6.358$). The SIB of the restaurant employees increases by 71.3 % due to the increase of one unit trust. The model was found to be fit ($R^2 = .505$, $\rho = .000$), with trust explaining 50 % by the SIB of restaurant employees. As a result, H5 was supported. Table 13 summarise the results of direct effect.

Table 13.
Summary of results

Hypotheses	B	S.E.	t	ρ
H5. Trust on SIB	.713	.050	6.358	.000

F=170,322; $\rho < 0.05$; $R^2 = 0.505$; DW=1.848

Indirect effect of Trust

Findings for Hypothesis 6. Trust mediates the relationship between AL and restaurant workers SIB in North Cyprus.

Regression analysis conducted to test the mediation effect of trust on the influence of AL on restaurant employees SIB. The AL had a significant coefficient with the restaurant employees SIB ($\beta = .741$, $t = 14.195$, $\rho = .000$) (path c). Similarly, the AL had a significant coefficient with the mediator variable, namely trust ($\beta = .766$, $t = 1,867$, $\rho = .000$) (path a). But trust had not significantly correlated with the SIB ($\beta = -.941$, $t = -18.372$, $\rho = .436$) (path b).

In addition, when trust entered into the model, coefficient of AL increased and the indirect relationship between AL and SIB statistically significant ($\beta = .937$, $t = 25.463$, $\rho = .000$) (patch c'). Furthermore, the Sobel test results showed the insignificant effect ($z = 1.243$, $\rho = 0.213$) for the path from AL to SIB via trust as a mediator. Therefore, H6 is not supported.

Table 14.

Summary of regression analysis

Variable	B	S.E.	t	ρ
AL to SIB (path c)	.741	.049	14.195	.000
AL to Trust (path a)	.766	.061	1.867	.000
Trust to SIB (path b)	-.941	.106	-18.372	.436
AL to SIB (path c')	.937	.035	25.463	.000

F=18.612; $\rho < 0.05$; $R^2 = .077$; DW=1.997

Findings for Hypothesis 7. Trust mediates the relationship between CL and restaurant workers SIB in North Cyprus.

Regression analysis conducted to test the mediation effect of trust on the influence of CL on restaurant employees SIB. The CL had a significant coefficient with the restaurant employees SIB ($\beta = .866$, $t = 1.857$, $\rho = .000$) (path c). Similarly, the CL had a significant coefficient with the mediator variable, namely trust ($\beta = .817$, $t = 1,468$, $\rho = .000$) (path a). Trust had not significantly correlated with the SIB ($\beta = -.526$, $t = 5181$, $\rho = .649$) (path b). In addition, when trust entered into the model, coefficient of CL reduced and the indirect relationship between CL and SIB statistically significant ($\beta = .498$, $t = 1.342$, $\rho = .000$) (patch c'). Therefore, H7 is supported. In other words, in this hypothesized (H7) model, trust partially mediated the relationship between CL and SIB. Results explain .78 % of the variance in SIB. This suggests that CL has a direct, significantly positive effect on SIB and that trust indirectly improves SIB. Furthermore, the Sobel test results showed the significant and positive effect ($z = 5.173$, $\rho = 0.001$) for the path from CL to SIB via trust as a mediator. Therefore, H7 is supported.

Table 15.

Summary of regression analysis

Variable	B	S.E.	t	ρ
CL to SIB (path c)	.866	.041	1.857	.000
CL to Trust (path a)	.817	.052	1.468	.000
Trust to SIB (path b)	-.526	.096	5.181	.649
CL to SIB (path c')	.498	.096	1.342	.000

Notes: F=16.519; $\rho < 0.05$; $R^2 = .78$; DW=1.976

Table 16 shows hypotheses supported and rejected after data analysis

Table 16.

Summary of Hypotheses Testing

Hypotheses	Relation	Finding
H1	There is a statistical significance influences of AL on restaurant workers SIB in North Cyprus.	Accepted
H2	There is a statistical significance influences of AL on restaurant workers trust in North Cyprus.	Accepted
H3	There is a statistical significance influences of CL on restaurant workers SIB in North Cyprus.	Accepted
H4	There is a statistical significance influences of CL on restaurant workers trust in North Cyprus.	Accepted
H5	There is a statistical significance influences of trust on restaurant workers SIB in North Cyprus.	Accepted
H6	Trust mediates the relationship between AL and restaurant workers SIB in North Cyprus.	Rejected
H7	Trust mediates the relationship between CL and restaurant workers SIB in North Cyprus	Accepted

CHAPTER V

Discussion

In this new age innovation is quite phenomenal to generate solutions which are critical to the development of organizations. In addition to that, an observation made is that innovation has got the capacity of bringing economic gains to a firm and it contributes to the well-being of a society (Szutowski D *et al.*, 2017). Having said that, it is important to understand the key drivers of innovation in a company and what innovation really means. From the previous chapters we have noted the significance of authentic and charismatic leadership in an organization. The outcomes of authentic and charismatic leadership have been noted too. Innovation should be accommodated in small firms as they are the ones which accommodate the highest amount of people in private employment (European Commission Horizon, 2020).

In addition to that, in this study focus was on the role which authentic and charismatic leadership plays in the innovative behaviour of restaurant workers. Observations which have been made are that, the more authentic the leader is, the greater the innovative ability of an employee in the restaurant environment. Leaders at restaurants, when they are authentic and when the employees perceive them as authentic, work engagement increase between the employees as well as between the leaders and the employees. There will be free exchange of ideas and employees won't be scared to (Gardner WL *et al.*, 2005).

Furthermore, the results we obtain confirm the previous findings which links the innovative behaviour of employees and the leaders (Banks GC *et al.*, 2016). This study also provides theory which is related to authentic leadership as it confirms that authentic leaders have got a habit of instilling meaningfulness and significance at the work place (Avolio BJ and Gardner WL, 2005). Restaurants in Northern Cyprus showed a high level of innovation as the majority of the leaders showed charisma and authenticity. The studies which have been done previously show that authentic and charismatic leadership connects with employee innovation via effective commitment, job resourcefulness, positive emotions and psychological capital (Rego A *et al.*, 2011). The research conducted extended the boundary of knowledge around this topic

This research focused on the testing of both Authentic Leadership and Charismatic Leadership abbreviated as AL and CL, respectively and their effect on employee innovative ability. The test unveiled the effect of Authentic and charismatic leadership towards cognitive based trust, affect based trust, and innovative behaviour of the restaurant employees in Northern Cyprus. The focus was also on determining if there is reliability between these variables.

The initial results clearly shows that authentic leadership have got a positive and significant effect over the employees' innovative behaviour (Schuckert *et al.*, 2018). These results allow new lines of thought to be realized with regard to how important authentic leadership is towards employees who are working in restaurants in Northern Cyprus. In addition to that, the results which have been obtained from the different tests which have been conducted. Another critical realization is that authentic and charismatic leadership has got much impact over restaurant front line works. The presence of Authentic and charismatic leadership motivates and encourage employees to be innovative.

Authentic leadership and charismatic leadership from the executives and other organization leadership build trust between the leaders and the employees. In addition to that, AL and CL builds engagement, transparency, and respect between employees and the leadership. If authentic leadership is implemented, productivity increases as shown by the test results. Results from the survey conducted in the Northern Cyprus shows that there is Authentic and charismatic leadership in Northern Cyprus and all that has positively influenced Cognitive based trust and the innovative behaviour of employees at their restaurant work places. (Avolio *et al.*, 2004).

The promotion of employee sense of freedom can only happen when leaders are authentic and deliberate in giving psychological safety so that they can be innovative enough to bring new ideas which potentially influence the results at the work place (Rego *et al.*, 2012). The results also demonstrate that Authentic and Charismatic leadership has got a positive effect over cognitive based trust and this generate trust between the restaurant leadership and the employees. The building up of trust will allow employees to have the courage to speak the constraints in their work spaces and ideas which can overcome those constraints.

In addition to that, a higher cognitive trust contributes to a higher satisfaction of employees. Also, there will be a build up of positive confidence of workers such that they won't be scared to share information within themselves and with the leadership too. Authentic and charismatic leadership plays a critical role in organizational management, meaning to say that, it can build or break employees. By saying that, it simply means that Authentic leadership can give employees capacity to be more productive but its absence can decrease innovation as well as productivity (Avolio *et al.*, 2004).

The results which have been obtained also supports the fact that authentic and charismatic leadership have got a direct effect on affect based trust. Results obtained show that the higher the level authentic and charismatic leadership then the higher the affect-based trust within the employees. In addition to that, affect based trust include aspects like the feelings and emotions the employees may have towards the leadership. It also incorporates the interpersonal trust between the employees and leadership. The leadership s empathy, concern and friendly attitude towards the employees are very critical to determine the level and rate of productivity at the restaurant (Kim *et al.*, 2009).

The outcomes which were obtained between the correlation of Authentic leadership and charismatic with affect-based trust at restaurants in Northern Cyprus demonstrate that authentic and charismatic leadership traits are critical traits at work places. Affect based trust is also important in-service delivery by the employees in the restaurant industry since employees' personal traits attracts or chases away the customers. Employee personality is very critical in the restaurant industry as the industry is quite labour intensive and customer focused.

In a nutshell, both authentic and charismatic leadership have shown a positive effect on affect based trust (ABT), Cognitive Based Trust (CBT) and Innovative Behaviour (IB) of the employees. The results which were obtained from the tests conducted indicates that there is a correlation of authentic leadership and charismatic leadership with affect-based trust, innovative behaviour and cognitive based trust of workers. These traits directly affect the relationship of the leadership and the employees or the employees and the customers.

CHAPTER VI

Conclusion and Recommendations

Conclusion

The research provides a significant correlation of Authentic and Charismatic leadership with employee innovative behaviour. It takes into account the aspects like affect based trust, cognitive based trust and innovative behaviour of employees in restaurants in Northern Cyprus.

The research supports the hypothesized model which connects Authentic Leadership/Charismatic Leadership with employee innovative behaviour. Authentic and Charismatic positively affects affect based trust, cognitive based trust and the innovative behaviour of workers. Most of researches which have been conducted were done in Western countries and I believe that these results are local-oriented such that the results can effectively affect restaurants management in Northern Cyprus.

Recommendations

Authentic and charismatic leadership should be treated as core elements in restaurant business management together with other industries too. The results obtained are substantial and can potentially shape leadership and employee relationships in the restaurant industry in Northern Cyprus to then better productivity levels in the restaurant industry. The results obtained are critical to support decision making in Northern Cyprus (Kline,2011).

The results produced can be used to better leadership skills and ultimately positively impact productivity levels of restaurants. These results can give insights to develop leadership programs which can build both leaders and employees. As noted earlier on, the food industry is a labour-intensive industry which demands positive character traits to retain customers. The retaining of leaders who are authentic and charismatic at the same time mean that production and work culture will be better. Leadership should strive to be authentic in their engagement with employees. The effect of that is seen on customers and service delivery.

This research has exhibited that authentic and charismatic leadership style are predictive of the employee innovative style and level at the restaurants in Northern Cyprus. In addition to that, the results obtained from the tests conducted are critical in formulation of scientific strategies and development of tools which are useful at the work place. Restaurants which target leaders who are authentic and charismatic have got better productive and peaceful profiles in their organizations. This research brought out a better understanding of the insights which are in the restaurant industry in Northern Cyprus. It hints restaurant leaders' recruiters that authentic and charismatic traits are key to successful restaurant business model.

In addition to that, the research has multiple theoretical implications as it fills the gap in literature of restaurants in Northern Cyprus. The research spells out the positive effect of Authentic and Charismatic leadership in promoting innovation (Anderson *et al.*, 2014). The role of a capable leadership in enhancing a team which is innovative is spelled out in this research. The tests conducted did not generalize but rather they focused on specific factors such as affect based trust as well as cognitive based trust.

The results which have been obtained from this research by leaders such as managers and other executives to motivate the innovative ability of the employees. In addition to that, leaders of organizations and in this regard restaurant workers should pay attention to the leaders-follower relationship. If employees are happy, they do work exceptionally hence leaders of both micro and macro-organizations should take advantage of this relationship between employers and employees. In addition to that, some of the critical approaches include employing leadership training sessions. Such sessions have got the capacity of bettering the quality of the leaders and their subordinates (Wang H *et al.*, 2014).

This study focused on the role of authentic and charismatic leadership on the employee s innovative behaviour and it should be noted that this study is not free of limitations. One limitation is that we did not investigate extensively the mechanism of action which leads to the innovative ability of the leaders apart from the employees. In addition to that, in as much as this

research focused on many restaurants in Northern Cyprus, it is critical to note down that the data obtained cannot fully represent many restaurants operational environments across the continents. In other words, more work still needs to be done in other countries to evaluate the relationship which exist between the variables (House RJ *et al.*, 2004).

In addition to that, other variables such as power perception should be evaluated to check their effect on the behaviour of employees (Bukowski A and Rudnick S, 2019). Also, it is very phenomenal to investigate other factors which may have an effect on the innovative behaviour of workers such as cultural values, national policy and infrastructure in many operational environments (Raudenbush *et al.*, 2011). The gathering of data to check the perceptions of employees over their employers is not enough therefore other approaches to use behavioural measures to analyse the variables (Dolinsli D, 2018).

This research provides significant data which has potential of alleviating the challenges which are faced by the local restaurant industry. In addition to that, these finding are significant contributions to the already available data. However, it should be noted down that this research has got some constraints which then create an opportunity for further research. This research on focused on the Restaurant industry in Northern Cyprus yet the concept of Authentic and charismatic leadership is quite applicable in other service industries such as the banking industry, Academia and Hospitality industries.

Future research can extend into these areas as well. Future studies can also investigate other leadership styles such as the member-leader exchange and dig deeper in authentic leadership dimensions which affect the employee innovative behaviour. Since this research was cross sectional, the data was collected once, at the same period. Future research can put focus on longitudinal design which allows researchers to have a pattern of change over a period of time as well as finding causal directions.

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Appendices

Appendix A

Questionnaires

Dear Participant,

I am a master student of Faculty of Tourism at Near East University, under the supervision of Dr. Ozlem Uzunsaf. I am currently conducting research into restaurant workers opinions. I am inviting you to be part of this study. The title of this study is: the mediating role of the interpersonal trust in the effect of authentic and charismatic leadership style on service innovative behavior.

The questionnaire consists of 46 questions and will take no longer than 10 minutes to complete. Your participation in this study is voluntary and you may choose not to participate, or you can withdraw from the study at any time. Your responses will be kept confidential. The coding on the questionnaire is for the data collection purposes only. Once complete and then please give back to your manager.

Section A: Demographic questions

The following questions are related to you, please tick where its necessary

1. Gender

- A) Male []
- B) Female []

2.Nationality

- A) TRNC []
- B) Turkey []
- C) Other (Please specify).....

3.Age

- A) 18-25 []
- B) 26-30 []
- C) 31-35 []
- D) 36-40 []
- E) 41-45 []
- F) 46-50 []
- G) 51 and above

4.Marital status

- A) Married []
- B) Single []

5.Highest level of education

- A) High school []
- B) University graduate []
- C) Master []
- D) PhD []

6. How long have you been working in restaurant sector?
- A) Less than 1 year
 - B) 1-5 years
 - C) 6-10 years
 - D) 11-15
 - E) More than 15 years

Section B: Authentic Leadership Scale

Instructions: The following survey items refer to your leader's style, as you perceive it. Judge how frequently each statement fits his or her leadership style using the following scale: 1 strongly disagree, 2 disagree, 3 Neutral, 4 agree, 5 strongly agree

No	Authentic Leadership Scale	1	2	3	4	5
1	My leader solicits feedback for improving their dealings with others. (SA)					
2	My leader clearly states what they mean. (RT)					
3	My leaders show consistency between their beliefs and actions. (MP)					
4	My leader asks for ideas that challenge their core beliefs. (BP)					
5	My leader describes accurately the way that others view their abilities. (SA)					
6	My leader admits mistakes when they occur. (RT)					
7	My leader uses their core beliefs to make decisions. (MP)					
8	My leader carefully listens to alternative perspectives before concluding. (BP)					
9	My leader shows that they understand their strengths and weaknesses. (SA)					
10	My leader openly shares information with others. (RT)					
11	My leader resists pressure on them to do things contrary to their beliefs. (MP)					
12	My leader objectively analyses relevant data before making a decision. (BP)					
13	My leader is aware of the impact they have on others. (SA)					
14	My leader expresses their ideas and thoughts clearly to others. (RT)					
15	My leader is guided in their actions by internal moral standards. (MP)					
16	My leader encourages others to voice opposing points of view. (BP)					

Section C: Charismatic Leadership Style

Instructions: The following survey items refer to your leader's style, as you perceive it. Judge how frequently each statement fits his or her leadership style using the following scale: 1 strongly disagree, 2 disagree, 3 Neutral, 4 agree, 5 strongly agree

No		1	2	3	4	5
1	Shows determination when accomplishing goals.					
2	I have complete confidence in him/her					
3	Makes people feel good to be around him/her.					
4	Communicates high performance expectations.					
5	Generates respect					
6	Transmits a sense of mission.					
7	Provides a vision of what lies ahead.					

Section D: Trust

Instructions: The following survey items refer to your leader's style, as you perceive it. Judge how frequently each statement fits his or her leadership style using the following scale: 1 strongly disagree, 2 disagree, 3 Neutral, 4 agree, 5 strongly agree

No	Trust	1	2	3	4	5
1	We have a sharing relationship. We can both freely share our ideas, feelings, and hopes.					
2	I can talk freely to my supervisor about difficulties I am having at work and know that (s)he will want to listen					
3	We would both feel a sense of loss if one of us was transferred and we could no longer work together.					
4	If I shared my problems with my supervisor, I know (s)he would respond constructively and caring.					
5	I would have to say that we have both made considerable emotional investments in our working relationship					
6	My supervisor approaches his/her job with professionalism and dedication.	1	2	3	4	5
7	Given my supervisor track record, I see no reason to doubt his/her competence and preparation for the job					
8	I can rely on my supervisor not to make my job more difficult by careless work.					
9	Most people, even those who aren't close friends of my supervisor, trust and respect him/her as a co-worker					
10	Other work associates of mine who must interact with my supervisor consider him/her to be trustworthy.					
11	If people knew more about my supervisor and his/her background, they would be more concerned and monitor his/her performance more closely?					
13	My supervisor doesn't have to tell me in order for					

	me to know how things are going for him/her at work					
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Section E: Innovation Behaviour Scale

Instructions: The following survey items refer to your leader's style, as you perceive it. Judge how frequently each statement fits his or her leadership style using the following scale: 1 strongly disagree, 2 disagree, 3 Neutral, 4 agree, 5 strongly agree

No	Innovation Behaviour Scale	1	2	3	4	5
1	My supervisor searches out new technologies, processes, techniques, and product ideas.					
2	My supervisor generates creative ideas.					
3	My supervisor promotes and champions ideas to others.					
4	My supervisor investigates and secures the funds needed to implement new ideas.					
5	My supervisor develops adequate plans and schedules for the implementation of new ideas.					
6	My supervisor is innovative.					

Appendix B

Turnitin Similarity Report

The mediating role of the interpersonal trust in the effect of authentic and charismatic leadership style on service innovative behavior

ORJİNALLİK RAPORU

% 16	% 14	% 8	%
BENZERLİK ENDEKSİ	İNTERNET KAYNAKLARI	YAYINLAR	ÖĞRENCİ ÖDEVLERİ

BİRİNCİL KAYNAKLAR

1	docs.neu.edu.tr <small>İnternet Kaynağı</small>	% 7
2	hdl.handle.net <small>İnternet Kaynağı</small>	% 1
3	John Schaubroeck, Simon S. K. Lam, Ann Chunyan Peng. "Cognition-based and affect-based trust as mediators of leader behavior influences on team performance.", Journal of Applied Psychology, 2011 <small>Yayın</small>	% 1
4	www.researchgate.net <small>İnternet Kaynağı</small>	% 1
5	pt.slideshare.net <small>İnternet Kaynağı</small>	<% 1
6	core.ac.uk <small>İnternet Kaynağı</small>	<% 1
7	www.coursehero.com <small>İnternet Kaynağı</small>	<% 1

Appendix



NEAR EAST UNIVERSITY

SCIENTIFIC RESEARCH ETHICS COMMITTEE

03.11.2022

Dear Sharleen Mandizvidza

Your application titled **“The mediating role of the interpersonal trust in the effect of authentic and charismatic leadership style on service innovative behaviour”** with the application number NEU/SS/2022/1423 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Prof. Dr. Aşkın KİRAZ

The Coordinator of the Scientific Research Ethics Committee