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## The mediating role of social and intellectual capital in the effect of leadership on emotional labour and innovative climate

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**Abstract.** Today, where competition is experienced globally, leaders play an important role in the success of national and international companies. Leaders have to manage human resources and establish a good organization in order to cope with the increasingly complex international competition. Social capital, intellectual capital, emotional labour and innovative climate, which are among the intangible values of enterprises, have become important variables in the success of the leader. The purpose of the study is to investigate the mediating role of social capital and intellectual capital in the impact of leadership behaviour on emotional labour and innovative climate. The data was collected through conducting a survey with 91 managers and 457 employees to represent five-star hotel businesses. The theories of social capital, intellectual capital, emotional labour and innovative climate constitute the methodological framework of the study. Research hypotheses were questioned using Path Analysis of Wright with Baron and Kenny's mediating variable conditions using SPSS-AMOS. Research results show that social capital had a fully mediating role in the effect of leadership behaviour on emotional labour and innovative climate. Intellectual capital had a fully mediating role in the effect of leadership behaviour on emotional labour, and a partial mediating role in the effect on innovation climate. It was observed that leadership behaviour, social capital, and intellectual capital did not have a significant positive effect on emotional labour. Managers who want to increase the level of emotional labour, innovative climate, social and intellectual capital in their hotels should develop leadership behaviours effectively. The research provides a comprehensive explanation of the relationships of research variables to enable more effective applications in hotel organizations.

**Keywords:** leadership behaviour; social capital; intellectual capital; emotional labour; innovative climate; hotels; Turkey.

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## Влияние лидерства на эмоциональный труд и инновационный климат: роль социального и интеллектуального капитала

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**Аннотация.** В условиях глобальной конкуренции успех организаций как на национальном, так и на международном уровне определяется линией поведения руководства. С целью противостояния вызовам рынка лидеры компаний выполняют множество функций – управление человеческими ресурсами, обеспечение результативности деятельности компании и другие. Ключевыми «активами» успешного руководителя являются нематериальные ценности предприятия. Статья посвящена изучению роли социального и интеллектуального капитала в воздействии лидерского поведения на эмоциональный труд и инновационный климат. Методологический каркас исследования включает теории социального и интеллектуального капитала, концепцию эмоционального труда А.Р. Хохшильд и теорию инновационного развития. Информационную базу составили результаты опроса 91 менеджера и 457 сотрудников пятизвездочных отелей Турции. Использовались метод путевого анализа С. Райта и принципы обнаружения и оценки медиации Р. Барона и Д. Кенни. Обработка данных осуществлялась в статистическом пакете SPSS-AMOS. Установлено, что социальный капитал является медиатором влияния лидерского поведения на эмоциональный труд и инновационный климат. В то же время интеллектуальный капитал полностью опосредует только связь «лидерское поведение – эмоциональный труд», а в отношении «лидерское поведение – инновационный климат» его роль частична. Обнаружено, что лидерское поведение, социальный и интеллектуальный капитал не оказывают существенного положительного влияния на эмоциональный труд. Сделан вывод о том, что менеджеры, нацеленные на повышение уровня рассматриваемых ценностей в гостиничном бизнесе, должны внедрять эффективные методы развития лидерства. Углубленный анализ взаимосвязей между исследуемыми переменными позволит повысить эффективность практического применения полученных результатов.

**Ключевые слова:** лидерство; социальный капитал; интеллектуальный капитал; эмоциональный труд; инновационный климат; отели; Турция.

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## INTRODUCTION

Hotel businesses are among the basic elements of the tourism sector as they provide accommodation for people during their travels, as well as eating and drinking, having fun, resting, socializing, etc. [Blayney, Blotnick, 2010]. The labour-intensive character of the services provided by hotel establishments results in the workforce within the enterprise being one of the main sources of the organization in its operational processes. As this situation was realized, hotel businesses started managing the workforce successfully for their organizational purposes [Herman, Chiu, 2014]. Social capital and intellectual capital play the role of enterprises' intangible values used for organizational purposes. Therefore, social capital and intellectual capital are effective at every stage of the business activity process. Emotional labour and innovative climate are the factors that ensure the presence of the organization and affect its future policies [Hsu, Fang, 2009; Ferreira, 2014; Jung, Yoon, 2014; Sohn, Lee, Yoon, 2016; Luu, 2019]. Explaining the effects of leadership behaviour on social and intellectual capital, emotional labour and innovative climate will provide an opportunity to manage them following organizational aims. Moreover, it will be possible to identify initiatives to increase emotional labour and innovative climate levels. It is known that leadership behaviour affects team innovation [Liu, Phillips, 2011] and social capital [Yamaguchi, 2013; Anderson, Sun, 2015.]; social capital positively affects service innovation [Tang, 2016], and intellectual capital positively affects new product development performance [Hsu, Fang, 2009; Yeganeh et al., 2014; Užienė, 2015; Liu, Jiang, 2020], and emotional labour enhances the subjective performance of employees [Buckner, Mahoney, 2012] and organizational service behaviours that compatible organizational values [Chu, Murrmann, 2006]. The question of the mediating role of social and intellectual capital in the effect of leadership behaviour on emotional labour and innovative climate clarifies the role of social and intellectual capital as effective variables in this relationship. In addition, the research can direct future studies through its current findings while revealing original relationships with hotel businesses. Therefore, in this paper, the mediating role of social and intellectual capital in the influence of leadership behaviour on emotional labour and innovative climate is discussed.

## LITERATURE REVIEW AND HYPOTHESES

**Leadership and leader behaviours.** Although leadership is generally defined as ensuring that things are

done through others, it is a social and conceptual multi-dimensional element that can be effective in many areas. However, the concept of leadership in social sciences is in substantial agreement about leadership as an intellectual centre with the understanding of leadership in other areas [Haslam, Reicher, Platow, 2007]. Leadership can be defined as the process of influencing followers to achieve organizational goals [Wright, Quick, 2011]. Fiedler [1967] defined leadership as a way to lead and coordinate members of the organization. According to Bass [1985], leadership is the activity of transforming followers and directing them to the goals. To survive competitiveness in the rapidly changing global world, attention should be paid to understanding the leadership in effective allocation of resources and the implementation of successful managerial processes [Zopiatis, Constanti, 2012]. In the management literature, those leadership theories are examined under four headings. The attribution theories argued that the qualities required for better leadership are definite elements in character and personality. Then, behavioural theories and situational theories that focused on the interaction between people and situations emerged [Peck, Dickinson, 2009]. Modern theories involved many different elements in the processes of leadership like culture, individual attention, and spiritual information.

Leadership behaviours researches are generally conducted on the effect of leadership behaviour on employee job satisfaction [Luo, Wang, Marnburg, 2013], job performance [Herman, Chiu, 2014 et al.], etc. In the context of hotel enterprises, the following topics are discussed: determining the factors affecting leadership style in hotel businesses [Kozak, Uca, 2008; Blayney, Blotnick, 2010; Tavitiyaman, Weerakit, Ryan, 2014], the effects of leadership behaviour on performance [Asree, Zain, Rizal Razalli, 2010; Blayney, Blotnick, 2010 et al.], the effects of leadership style on employees' commitment to business and service quality [Clark, Hartline, Jones, 2009], and the effect of self-awareness on the perception of leadership effectiveness in enterprises in tourism sector [Butler, Kwantes, Boglarsky, 2014]. In the literature review, it was observed that no model was established to reveal the mediating role of social capital and intellectual capital in the effect of leadership behaviour on emotional labour and innovative climate. However, some studies similar to the research topic were examined. In their empirical study conducted with executives in India, Birasnav, Rangnekar and Dalpati [2010, p. 1041] found that leadership factors had a strong and significant impact on the benefits of human capital.

Yamaguchi [2013, p. 69] stated that the communication skills of managers and leaders are important for building and developing relational/cognitive social capital. He emphasized that education and communication are important. Anderson and Sun [2015, pp. 795–797] revealed that the followers increased their social capital and social networking behaviours when encouraged by their leader for social capital. Mohamed [2016, p. 51] emphasized the importance of leadership style and creativity of employees and stated that innovative and satisfied employees are required to face sectoral difficulties in the tourism sector and that leadership style has consequences that affect both.

**H1:** Leadership behaviour has a significant positive effect on social capital.

**H2:** Leadership behaviour has a significant positive effect on intellectual capital.

**H3:** Leadership behaviour has a significant positive effect on emotional labour.

**H4:** Leadership behaviour has a significant positive effect on innovative climate.

**Social capital.** Although the concept of social capital is known as a newly recognized phenomenon in the literature, its history dates back to the 1940s. Putnam and Bourdieu conducted field studies on social capital theory in the early 1940s and 1960s [Field, 2008]. Social capital is a concept that emphasizes the effects of social relations on economic activities; a set of qualities such as norms, networks, and trust that enable social life to act together for common purposes. According to Camps and Marques [2014, p. 326], social capital can be described as some available links and resources of a community. Nahapiet and Ghoshal [1998] categorise social capital as accepted by many authors [De Carolis, Saporito, 2006; Jiang, Liu, 2015] in the literature as structural social capital, relational social capital and cognitive capital. The structural dimension refers to social network connections, network roles, and rules. The relational dimension explains the degree of interaction and the nature of social relations. The cognitive dimension reveals the norms, attitudes, and behaviours of network members, information sharing, and values. There are limited research studies on social capital in the field of tourism management. Moran [2005, pp. 1148–1149] revealed that the relational social capital is determinative on innovation and innovation-oriented works. Camps and Marques [2014, p. 337] stated that social capital was the accelerator of innovation. In their study, they examined the role of innovators in the context of facilitating innovation in social capital. Therefore, the authors stated it was necessary to examine the relationship between social capital and innovation at both individual and group levels. Tang [2016, pp. 63–64] examined the process of creating innovation through social capital and environmental observation in hotel businesses in Taiwan, and it was revealed that social capital and environmental observation mediated the managers' proactive

personality and service innovation capacities, and proactive personality facilitated innovation practices.

**H5:** Social capital positively affects emotional labour.

**H6:** Social capital positively affects innovative climate.

**Intellectual capital.** The importance of intellectual values in enterprises increased with the transition to the information society. The fact that the concept of intellectual capital became a strategic element for enterprises was realized in the 1990s. Stewart [1997] defined intellectual capital as intellectual resources and experiences that were known by business employees. Brooking [1996] defined it as all of the intangible assets that enabled the continuation of business activities. In the literature, intellectual capital consists of three dimensions, such as structural capital, human capital, and customer capital [Guthrie, 2001; Lentjushenkova, Lapina, 2014]. Human capital for enterprises refers to the people working in the enterprise and the knowledge, skills, and behaviours of employees [Isa et al., 2008; McGehee et al., 2010; Zlate, Enache, 2015]. Structural capital refers to the sum of all the tools and types of equipment and processes owned by enterprises [Isa et al., 2008; Ferreira, 2014]. Copyrights, patents, organizational plans, procedures, trade secrets are elements of structural capital [Yeganeh et al., 2014]. Besides, loyal customers and collaborating stakeholders have started having a relational capital value for businesses. Based on this context, customer capital is considered as relational capital in scientific studies. Chu et al. [2006, pp. 898–899] revealed in their study conducted in Taiwan that intellectual capital is highly influential in value generation processes and strategic accumulation. Hsu and Fang [2009, p. 664] argued that human capital and relational capital positively affect the performance of new product development through organizational learning capacity. Yeganeh et al. [2014, p. 603] emphasized that innovative scientific methods were effective in intellectual capital and that labour and capital factors were the sources of knowledge of the society enhancing economic value, organizational knowledge, and human capital. Eren, Karaca and Kılıç [2015, p. 172] argued that research and development investments, educated employees, and intellectual information resources positively and significantly affect business innovation. Liu and Jiang [2020, pp. 144–145] discussed the effect of intellectual capital and relational capital on human capital through organizational capital in luxury hotels.

**H7:** Intellectual capital positively affects emotional labour.

**H8:** Intellectual capital positively affects innovative climate.

**Emotional labour.** Emotions are an important part of the human experience. Since the 1990s, organizational psychology studies have increasingly focused on emotional labour behaviour [Mesmer-Magnus, DeChurch, Wax, 2012]. According to Morris and Feldman [1996], emotional labour is the effort to plan, control, and exhibit the emotions in the organizations during interaction with guests.

Ashforth and Humphrey [1993] defined emotional labour as managing the emotions of the employees according to the rules determined by the enterprise. Emotional labour behaviour of employees includes surface and deep behaviour according to Hochschild [1983] approach, then it was developed as three dimensions with the natural behaviour dimension added by Ashforth and Humphrey [1993] and continued to be considered as three dimensions in different studies [Lee, Ok, 2012; Jung, Yoon, 2014]. According to Hochschild [1983], surface behaviour is that employees exhibit emotions they do not feel while reflecting the required emotions. According to Jung and Yoon [2014], it is the situation in which employees feel different emotions contrary to what they reflect in the work environment. According to Hochschild [1983], in-depth behaviour is an attempt to change emotions following the requirements of the work. Deep behaviour is experiencing the effort which is compatible with the behaviours exhibited [Lee, Ok, 2012]. Natural behaviour occurs when employees feel the emotions they need to reflect. According to Chu and Murrman [2006], natural behaviour is the type of emotional labour behaviour in which the effort of the employee is minimal. Lam and Chen [2012, p. 9] examined the effects of emotional labour in hotels in a comprehensive study and stated that the relationships between surface behaviour and job satisfaction, negative emotions and deep behaviour, interpersonal justice and destructive emotions were negative and significant. While determining a negative significant relationship between emotional labour and job satisfaction [Gursoy, Boylu, Avci, 2011, pp. 791–792], the researchers stated that the need to exhibit satisfaction in the tourism sector is inherent in the business, but such a requirement can lead to a negative effect on positive attitudes towards the job if it is not managed with the right standards and motivations. Buckner and Mahoney [2012, p. 254] reported that the increase in emotional labour deep behaviour dimension increased subjective performance perception. In other studies, it is stated that service sector employees need socialization and appropriate training for exhibiting emotional behaviours in the enterprises. According to the studies, social capital and intellectual capital can affect emotional labour positively accompanied by efficient leader behaviours in hotel establishments.

**Innovative climate.** Innovation involves the transformation of new goods and services into products that benefit the business in an organization. According to Jamrog, Vickers and Bear [2006], innovation can be expressed as the creation of value by generating new information or by using existing information in new methods. The innovative climate is the innovative aspect of the behavioural climate in the organization [Škerlavaj, Song, Lee, 2010]. It is necessary to constantly search for innovation, renew and develop itself in the current competitive socio-economic environment. It is indispensable to sustain renewal and to make the best presentation [Dhar, 2015]. The climate

of innovation is explained in the literature by factors such as team harmony, openness to innovation, autonomy, and institutional support. Crespell and Hansen [2008a, 2008b] categorized the basic sub-dimensions of innovative climate in the form of team cohesion, supervisory encouragement, resources, autonomy and openness to innovation [Stańczyk, 2017, pp. 41–47; Nybakk, Crespell, Hansen, 2011, pp. 417–420] in the model [Nybakk, Crespell, Hansen, 2011] developed by benefiting from the work of Amabile et al. [1996]. Team cohesion describes the ability to cooperate as teams, supervisory encouragement explains support for innovation from managers, resources mean the opportunity to use resources, autonomy describes self-determination in activities, and openness to innovation indicates the adaption ability to innovation in general. In the literature, within the scope of the research problem, there are a few studies on innovative climate. Liu and Phillips [2011, pp. 49–50] revealed that team knowledge sharing mediated the relationship between transformational leadership climate and innovation. Özdemir and Demirci [2012, p. 63] examined the factors of innovation performance and social capital and emphasized that the relationship between innovation performance and social ties are not linear and different variables affect the relationship between the two factors. Luu [2019, p. 336] revealed diversity climate could shape innovative behaviour in tour enterprises.

**H9:** Social capital mediates the relationship between leader behaviour and emotional labour and innovative climate.

**H10:** Intellectual capital mediates the relationship between leader behaviour and emotional labour and innovative climate.

## RESEARCH METHODOLOGY

The current study examined the mediating role of social capital and intellectual capital in the relationship between leadership behaviour, emotional labour and innovative climate (Fig. 1). The research was conducted following quantitative methods. This research has been completed following descriptive and relational methods.

Within the scope of the research, 1100 surveys were applied to represent five-star hotel businesses in Istanbul and 548 valid survey data were used to conduct the research. In the scale of leadership behaviour, Leadership Effectiveness Analysis developed by Kabacoff and Management Research Group [1998] was used. The scale consists of six dimensions: vision creation, developing followership, implementing the vision, following through, achieving results, and team playing. Social Capital Scale was developed by Göksel, Aydıntan and Bingöl [2010] from Nahapiet and Ghoshal [1998]. It has three sub-dimensions: structural dimension, cognitive dimension, and relational dimension. In measuring intellectual capital [Nazari et al., 2011], the Intellectual Capital Scale is composed of three sub-dimensions such as human

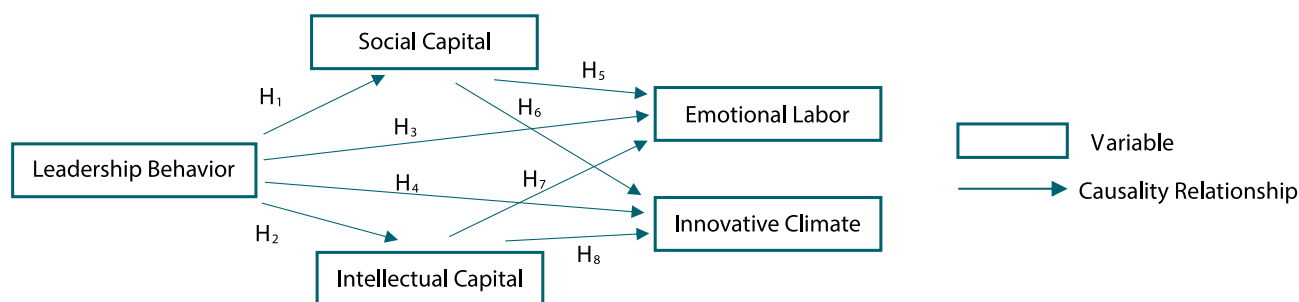


Fig. 1. Research model

Рис. 1. Модель исследования

capital, structural intellectual capital, and relational intellectual capital. Emotional Labour Scale was developed by Chu and Murrmann [2006]. The scale consists of the sub-dimensions of surface behaviour, natural behaviour, and deep behaviour. For innovative climate evaluation, the scale developed by Nybakk, Crespell and Hansen [2011] from Amabile et al. [1996] study was categorized

as innovative Climate Scale team cohesion, supervisory encouragement, resources, autonomy and openness to innovation.

### RESEARCH RESULTS

Within the scope of the research, we have categorized and analysed the survey data (Table 1).

Table 1 – Descriptive information about the participants

Таблица 1 – Характеристики участников опроса

Indicator		Number	%
Gender	Female	236	43.1
	Male	312	56.9
Age	18–25	18	3.3
	26–35	324	59.1
	36–45	167	30.5
	46–55	25	4.6
	Over 56	14	2.6
Marital status	Married	305	55.7
	Single	243	44.3
Education	High school or below	265	48.3
	University or higher	283	51.7
Tourism education	No	421	76.8
	High school	48	8.8
	University or higher	79	14.4
Total			100.0
Department	Front office	85	15.5
	Food and beverages	148	27.0
	Housekeeping	46	8.4
	Accounting	26	4.7
	Sales and marketing	88	16.1
	Technical services	50	9.1
	Purchasing department	35	6.4
	Human resources	59	10.8
	Other	11	2.0
Title	Manager	91	16.5
	Employee	457	83.5
Organizational structure	Independent hotel	220	40.1
	National chain hotel	254	46.4
	International chain hotel	74	13.5
Work experience	4 years or less	120	21.9
	5–7 years	258	47.1
	Over 8 years	170	31.0
Total		548	100.0



**Reliability analysis and confirmatory factor analysis.** The leadership effectiveness scale used in the research includes six factors. The total Cronbach's Alpha reliability coefficient of the leadership effectiveness scale was found to be ,92; the social capital scale was determined as ,91; the intellectual capital scale was found to be ,89, the emotional labour scale in hospitality was found to be ,92; and the reliability coefficient of the innovative climate scale was found to be ,86. Therefore, it was observed that the scales and their sub-dimensions generally had a high level of reliability. The results of the structural equation modelling (SEM) related to Confirmatory Factor Analysis of leadership behaviour, social capital, intellectual capital, emotional labour and innovative climate scales were examined.  $P = 0.000$  were found to be significant. In the measures of fit of leadership behaviour scale; RMSEA, 048; GFI, 810; AGFI, 792; CFI, 934;  $\chi^2$  with a value of 2.285 ( $p = ,000$ ) (factor loadings between 0.67 and 0.86), the social capital scale; RMSEA, 051; GFI, 885; AGFI, 874; CFI, 946;  $\chi^2$  with 2.450 ( $p = ,000$ ) values (factor loadings between 0.63 and 0.89), intellectual capital scale; RMSEA, 060; GFI, 915; AGFI, 899; CFI, 947;  $\chi^2$  and 2.990 ( $p = ,000$ ) values (factor loadings between 0.64 and 0.86) were acceptable. In the measures of fit

emotional labour scale; RMSEA, 079; GFI, 873; AGFI, 852; CFI, 954;  $\chi^2$  with a value of 4.397 ( $p = ,000$ ) (factor loadings between 0.77 and 0.94), the innovative climate scale; RMSEA, 064; GFI, 908; AGFI, 886; CFI, 935;  $\chi^2$  were acceptable (factor loadings between 0.66 and 0.92) with a value of 3.21 ( $p = ,000$ ).

**The results of hypotheses.** The correlation coefficient was used to measure the relationships between the variables while examining the hypotheses revealed using structural equation modelling. However, correlation coefficients typically can be influenced by other variables in these forms of models. Therefore, Path Analysis developed by Sewall Wright [Wright, 1960] was used. Fig. 2 shows the path analysis model planned with SPSS-AMOS. Path analysis enables the determination of the parts that arise from the relationships with other variables in the correlation coefficient. The analysis allows the determination of the significance and levels of causality ties.

Indices of fit were used to test the model assessed by the structural equation model. The indices of fit  $\chi^2 = 1.956$ ; Comparative Fit Index (CFI) = 0.974, Incremental Fit Index (IFI) = 0.959 and Root Mean Square Error of Approximation (RMSEA) = 0.042. These results show that the model is confirmed [Meydan, Şeşen, 2011, p. 37].

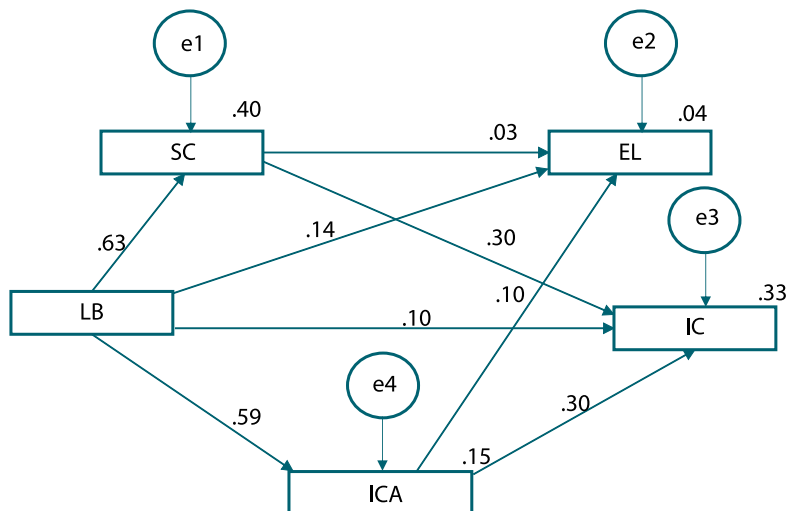


Fig. 2. Hypothesis results of path analysis on structural equation modelling

Рис. 2. Результаты путевого анализа гипотез с помощью структурных уравнений

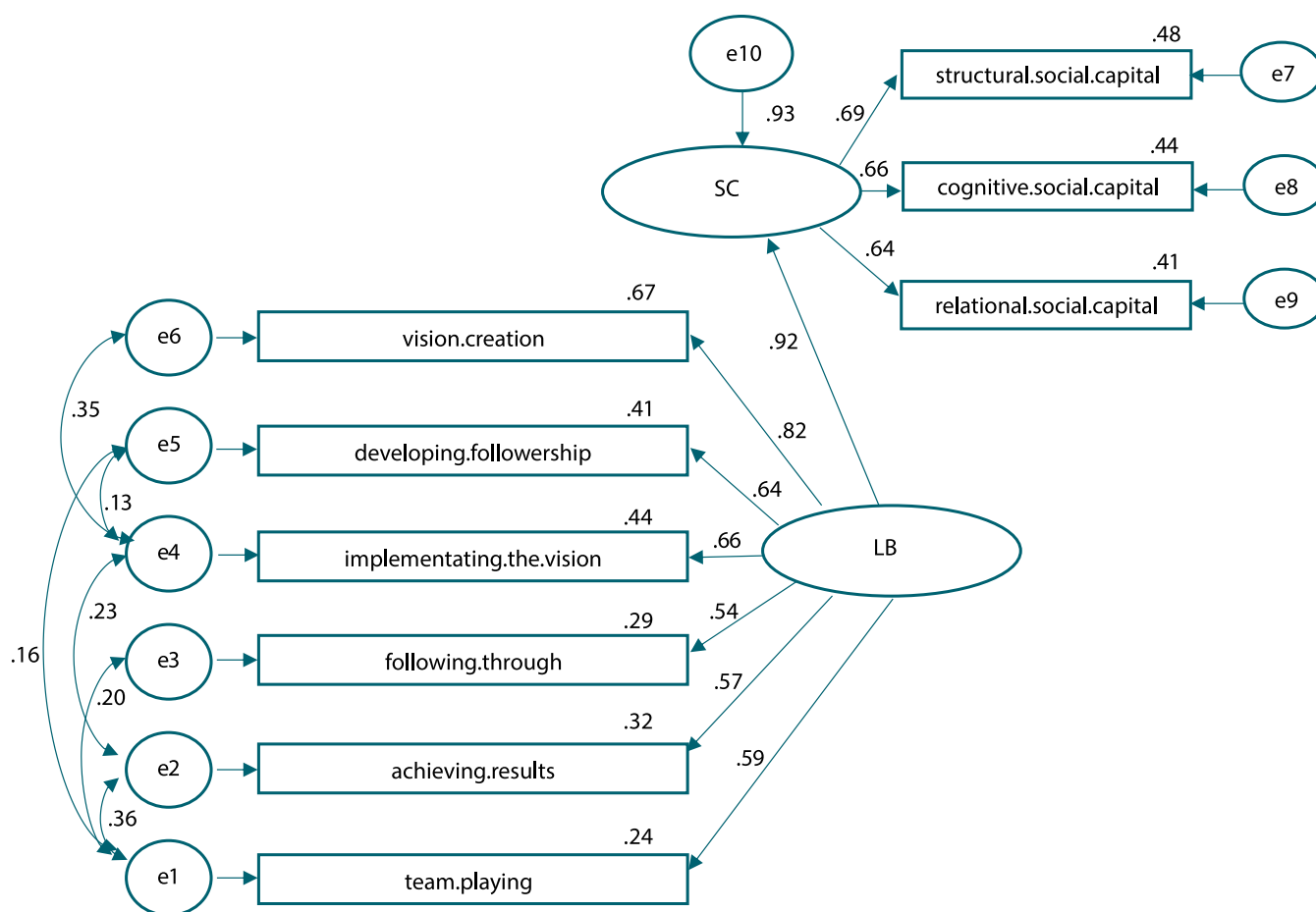
Table 2 – Results of hypotheses testing  
Таблица 2 – Результаты тестирования гипотез

Hypothesis	Standard $\beta$	p	Results
H1: Leadership behaviour → Social capital	0.633	0.000	Supported
H2: Leadership behaviour → Intellectual capital	0.593	0.000	Supported
H3: Leadership behaviour → Emotional labour	-0.138 *	0.026	Not supported
H4: Leadership behaviour → Innovative climate	0.104	0.045	Supported
H5: Social capital → Emotional labour	0.027	0.623	Not supported
H6: Social capital → Innovative climate	0.296	0.000	Supported
H7: Intellectual capital → Emotional labour	-0.097	0.062	Not supported
H8: Intellectual capital → Innovative climate	0.300	0.000	Supported
$\chi^2/df = 1.956$ GFI = 0.968 CFI = 0.974 AGFI = 0.953 NFI = 0.967 IFI = 0.959 RMSEA = 0.042			

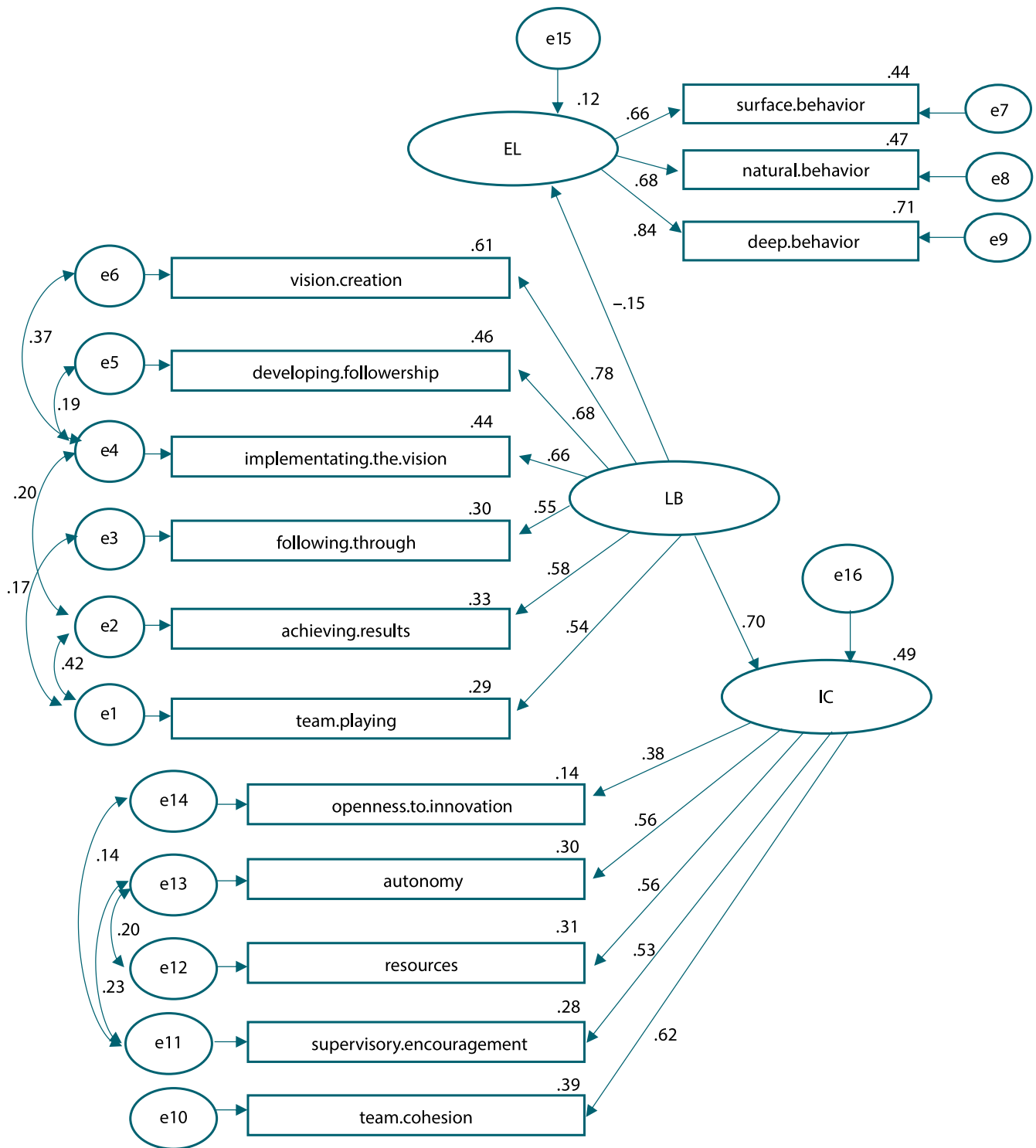
The method proposed by Baron and Kenny [1986] was used to test Hypothesis 9. Baron and Kenny stated that four situations should be provided for the mediation effect: (i) the independent variable (leadership behaviour) should have a significant effect on the mediating variable (social capital); (ii) the independent variable (leadership behaviour) should have a significant effect on the dependent variable (emotional labour and innovative climate); (iii) when the mediator variable (social capital) is included in the regression analysis in the second step, the effect of the independent variable (leadership behaviour) on the dependent variable decreases, while the mediator variable (social capital) has a significant effect on the dependent variable (emotional labour and innovative climate); (iv) in the model with the independent variable, the coefficient of the independent variable (as an absolute value) must be greater than the coefficient of the independent variable in the model with the independent variable and the mediating variable and for fully mediating role when the association in (i), (ii), (iii) controlled in the model, the direct relationship between outcome variable reduces greatly and becomes insignificant.

In the model, the first situation stated by Baron and Kenny [1986] was examined in Fig. 3. The values of model fit obtained by testing the model ( $\chi^2 / sd = 4.586$ ;  $p < 0.05$ ; RMSEA = 0.073; NFI = 0.953; CFI = 0.963; IFI = 0.963; GFI = 0.966; AGFI = 0.924) showed that the model presented was good and approved. In the model, leader behaviour has a positive and significant effect on intellectual capital ( $\beta = 0.925$ ;  $t = 10.072$ ;  $p < 0.05$ ). The results indicated that the first situation stated by Baron and Kenny was provided.

In Fig. 4, the second situation stated by Baron and Kenny [1986] was tested in the model. The values of model fit obtained by testing the model ( $\chi^2 / sd = 4.574$ ;  $p < 0.05$ ; RMSEA = 0.073; NFI = 0.852; CFI = 0.869; IFI = 0.856; GFI = 0.895; AGFI = 0.835) showed that the model confirmed. In the model, leadership behaviour has positive and significant effect on innovative climate ( $\beta = 0.698$ ;  $t = 8.328$ ;  $p < 0.05$ ), and significant negative effect on emotional labour ( $\beta = -0.154$ ;  $t = -3.164$ ;  $p < 0.05$ ). Leadership behaviour explained 12 % of emotional labour and 49 % of innovative climate. According to these results, the second situation stated by Baron and Kenny was also confirmed.



**Fig. 3. SEM model developed to determine the effect of leader behaviour on social capital,  $\chi^2 = 91,721$ ;  $sd = 20$**   
**Рис. 3. Структурная модель для определения влияния лидерского поведения на социальный капитал,  $\chi^2 = 91,721$ ;  $sd = 20$**



**Fig. 4. SEM model developed to determine the effect of leadership behaviour on emotional labour and innovative climate,  $\chi^2 = 306,458$ ;  $sd = 67$**

**Рис. 4. Структурная модель для определения влияния лидерского поведения на эмоциональный труд и инновационный климат,  $\chi^2 = 306,458$ ;  $sd = 67$**

In Fig. 5, the leader behaviour is an independent variable; emotional labour and innovative climate are dependent variables; the social capital is the mediating variable in the model. This model was tested and examined the third situation of Baron and Kenny's [1986] method. The fit values obtained by testing the model ( $\chi^2 / sd = 3.197$ ;  $p < 0.05$ ; RMSEA = 0.063; NFI = 0.825; CFI = 0.876; IFI = 0.852; GFI = 0.909; AGFI = 0.872) are generally acceptable. The path coefficients and significance levels obtained by testing the model are shown in Table 3.

As seen from Table 3, after adding social capital as a mediating variable to the model in Fig. 2, direct effects of leadership behaviour on emotional labour ( $\beta = -0.045$ ;  $t = -0.284$ ;  $p > 0.05$ ) and innovative climate ( $\beta = 0.069$ ;  $t = 0.417$ ;  $p > 0.05$ ) decreased. So, it could be said that some of the effects of leadership behaviour on emotional labour ( $\beta = -0.109$ ;  $p < 0.01$ ) and innovative climate ( $\beta = 0.629$ ;  $p < 0.01$ ) were realized through social capital. The decrease in the direct effects of leadership behaviour on emotional labour and innovative climate and the statis-



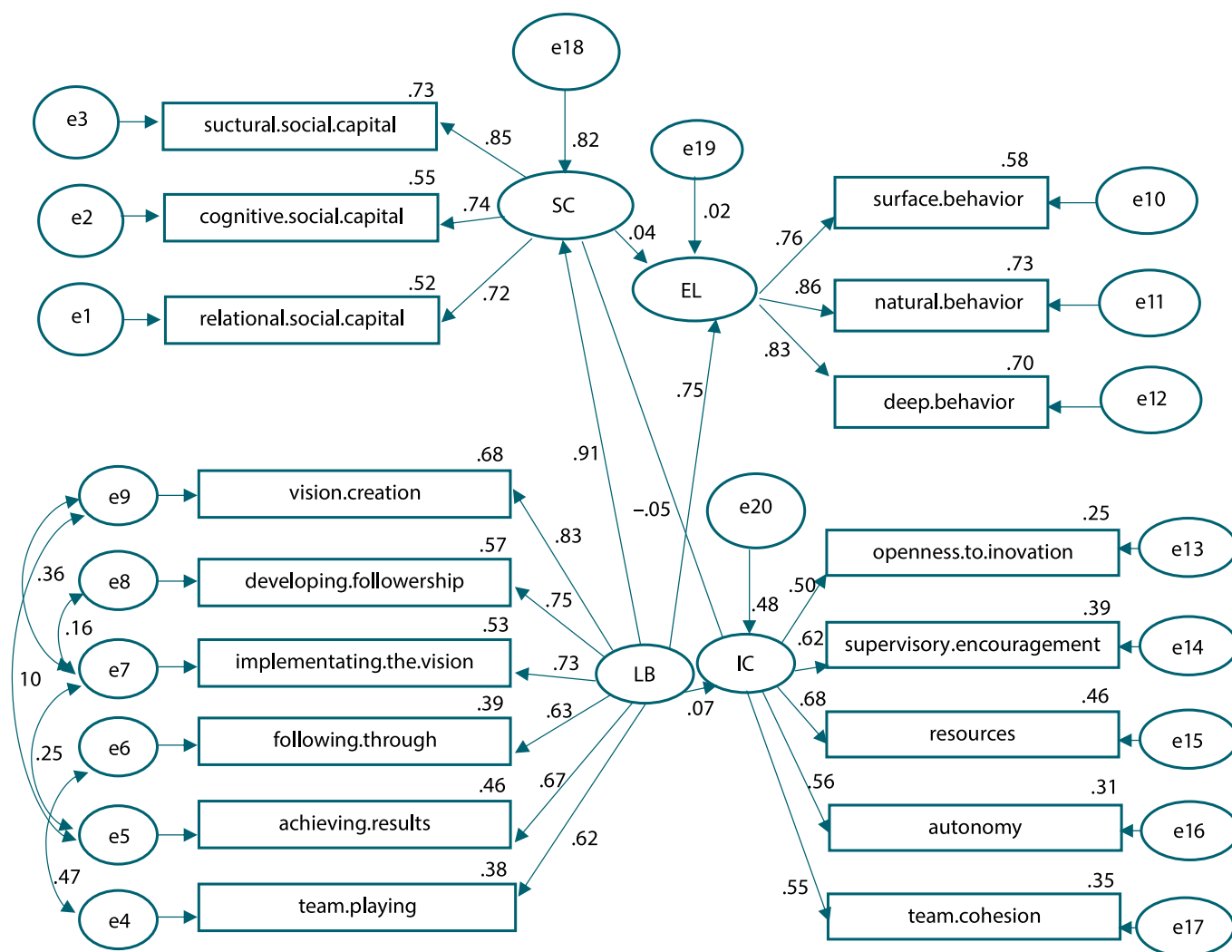


Fig. 5. SEM model developed to test the mediating role of social capital in the relationship between leader behaviour and emotional labour and innovative climate,  $\chi^2 = 348,480$ ;  $sd = 109$

Рис. 5. Структурная модель для тестирования медиационной роли социального капитала в воздействии лидерского поведения на эмоциональный труд и инновационный климат,  $\chi^2 = 348,480$ ;  $sd = 109$

Table 3 – Path coefficients of variables in mediation test model of social capital  
Таблица 3 – Путь коэффициенты переменных в модели тестирования медиации социального капитала

Mediation model	Direct effect (without mediating variable)	Direct effect (with mediating variable)	Indirect effect	Results
LB --->SC ---> EL	-0.154***	-0.045 (ns)	-0.109**	SC Fully mediated
LB --->SC ---> IC	0.698***	0.069 (ns)	0.629**	SC Fully mediated

\* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$ ; "ns" refers to "not significant"; LB denotes "leadership behaviour"; SC is "social capital"; EL is "emotional labour"; IC denotes "innovative climate".

tical insignificance of direct effects showed that social capital had a fully mediating role in the relationship between leadership behaviour and emotional labour and innovative climate. Based on these results, Hypothesis 9 is accepted.

To test Hypothesis 10, the method proposed by Baron and Kenny [1986] was re-used. The presuppositions were questioned about the mediation variability of intellectual capital.

In Fig. 6, the first situation stated by Baron and Kenny [1986] was examined. The fit values obtained by testing

the model ( $\chi^2 / sd = 4.438$ ;  $p < 0.05$ ;  $RMSEA = 0.079$ ;  $NFI = 0.938$ ;  $CFI = 0.951$ ;  $IFI = 0.952$ ;  $GFI = 0.954$ ;  $AGFI = 0.923$ ) were found to be good fit values. In the model, leadership behaviour has a positive and significant effect on intellectual capital ( $\beta = 0.763$ ;  $t = 20.938$ ;  $p < 0.05$ ). Leader behaviour explained about 58 % of the change in intellectual capital. The result indicated that the first situation stated by the Baron and Kenny was confirmed.

The second situation stated by Baron and Kenny [1986] was tested in Fig. 4. This situation was similar to the one

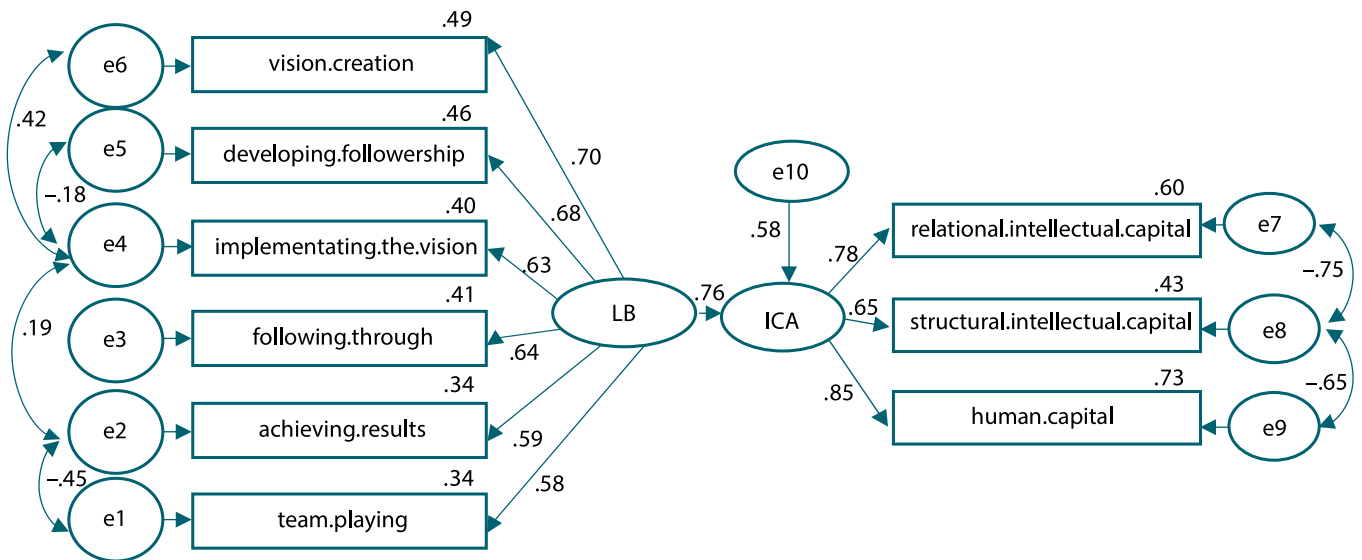


Fig. 6. SEM model developed to determine the effect of leadership behaviour on intellectual capital,  $\chi^2=119,817$ ;  $sd=27$

Рис. 6. Структурная модель для определения влияния лидерского поведения на интеллектуальный капитал,  $\chi^2=119,817$ ;  $sd=27$

confirmed for the mediating role of social capital ( $\chi^2 = 306.458$ ;  $Sd = 67$ ). In the model, the leadership behaviour has a positive and significant effect on innovative climate ( $\beta = 0.698$ ;  $t = 8.328$ ;  $p < 0.05$ ) and a negative and significant effect on emotional labour ( $\beta = -0.154$ ;  $t = -3.164$ ;  $p < 0.05$ ) in Fig. 4. The second situation mentioned by

Baron and Kenny was also approved for intellectual capital ( $\chi^2 / sd = 4.574$ ;  $p < 0.05$ ;  $RMSEA = 0.073$ ;  $NFI = 0.852$ ;  $CFI = 0.869$ ;  $IFI = 0.856$ ;  $GFI = 0.895$ ;  $AGFI = 0.835$ ).

As seen in Fig. 7, the leadership behaviour is an independent variable; emotional labour and innovative climate are dependent variables; intellectual capital is the

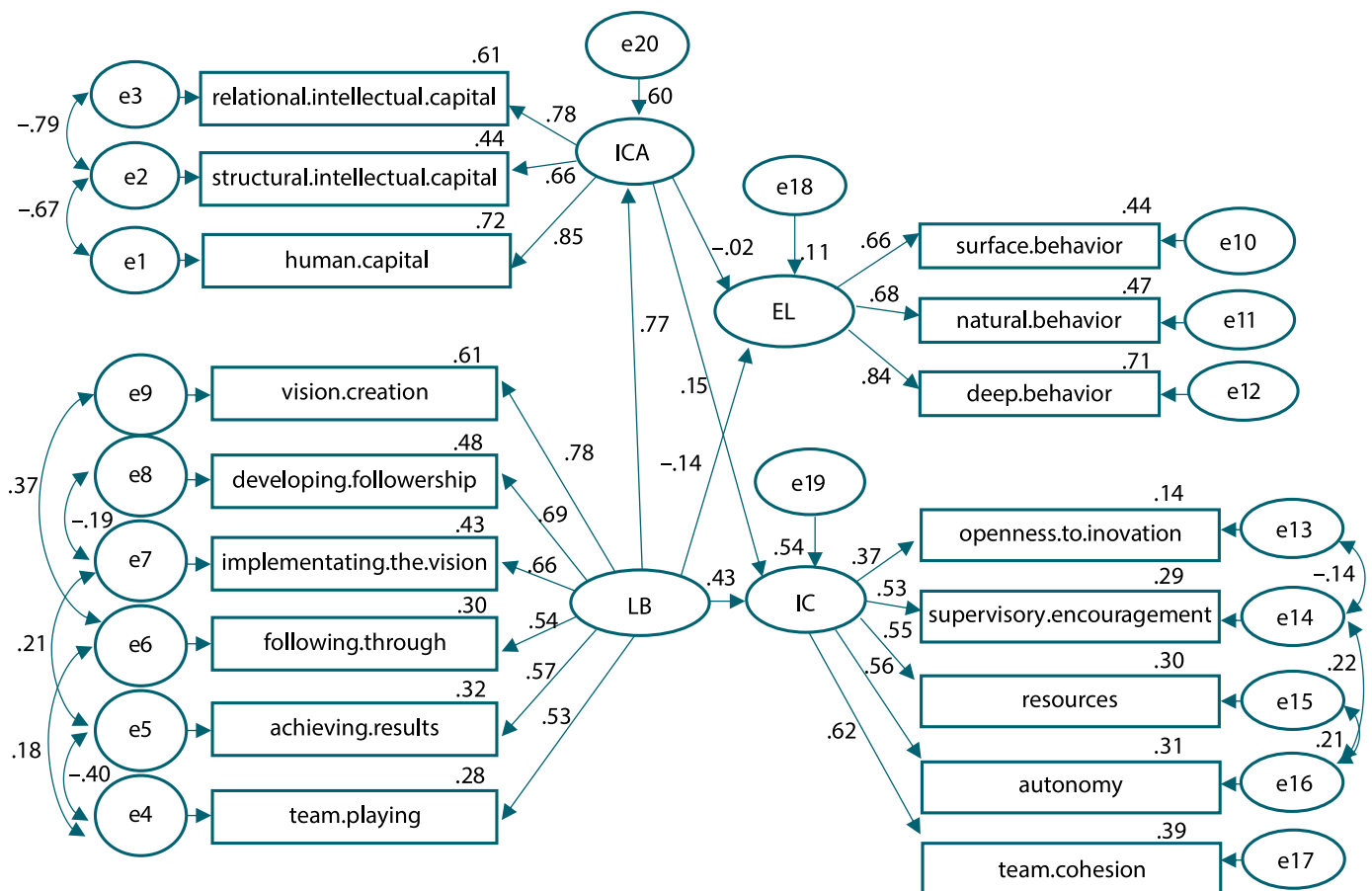


Fig. 7. SEM model developed to test the mediating role of intellectual capital in the relationship between leadership behaviour and emotional labour and innovative climate,  $\chi^2=429,312$ ;  $sd=104$

Рис. 7. Структурная модель для тестирования медиационной роли интеллектуального капитала в воздействии лидерского поведения на эмоциональный труд и инновационный климат,  $\chi^2=429,312$ ;  $sd=104$

Table 4 – Path coefficients of variables in mediation test model of intellectual capital

Таблица 4 – Путь коэффициенты переменных в модели тестирования медиации интеллектуального капитала

Mediation model	Direct effect (without mediating variable)	Direct effect (with mediating variable)	Indirect effect	Results
LB---> ICA---> EL	-0.154***	-0.139 (ns)	-0.015**	ICA Fully mediated
LD ---> ICA ---> IC	0.698***	0.427 (ns)	0.271**	ICA Partially mediated

\* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$ ; "ns" stands for "not significant"; LB is "leadership behaviour"; ICA is "intellectual capital"; EL denotes "emotional labour"; IC is "innovative climate".

mediating variable. This model was tested and examined in the third situation stated by Baron and Kenny [1986]. The fit values obtained by testing the model ( $\chi^2 / sd = 4.128$ ;  $p < 0.05$ ; RMSEA = 0.071; NFI = 0.840; CFI = 0.893; IFI = 0.866; GFI = 0.877; AGFI = 0.859) were generally acceptable. The path coefficients and significance levels obtained by testing the model are shown in Table 4.

As seen from Table 4, after including intellectual capital in the model (Fig. 2) as an intermediary variable, the direct effects of leadership behaviour on emotional labour ( $\beta = -0.139$ ;  $t = -1.487$ ;  $p > 0.05$ ) and innovative climate ( $\beta = 0.427$ ;  $t = 10.668$ ;  $p < 0.05$ ) slightly reduced. In this case, it revealed that some of the effects of leadership behaviour on emotional labour ( $\beta = -0.015$ ;  $p < 0.01$ ) and innovative climate ( $\beta = 0.271$ ;  $p < 0.01$ ) were realized through intellectual capital. A slight decrease in the direct effect of leadership behaviour on emotional labour and statistical insignificance of the direct effect showed that intellectual capital had a fully mediating role in the relationship between leadership behaviour and emotional labour. However, the direct impact of leadership behaviour on innovative climate reduced and the direct impact was statistically significant. Intellectual capital had a partial mediating role in the relationship between leadership behaviour and innovative climate. According to these results, Hypothesis 10 is accepted.

## DISCUSSION AND CONCLUSION

The outcomes of leadership behaviours on employees, organizational processes, and activities are the determining factors in achieving the goals of organizations. With social and intellectual effects, leadership behaviours enable the development of the employees' professional skills, the formation of the working atmosphere in the workplace environment, the increase of intangible business resources, and the efficient use of them. In the study, a theoretical model of the mediating role of social and intellectual capital in the impact of leadership behaviour on emotional labour and innovative climate was developed and tested using SEM. It is revealed that social capital has a fully mediating role in the relationship between leadership behaviour and emotional labour, and has a fully mediating role in the relationship between leadership

behaviour and innovative climate. Social capital is an effective and important variable in the effect of leadership behaviour on emotional labour and innovative climate; social capital, similar to leadership behaviour, affects emotional labour and innovative climate. Therefore, social capital needs to be included and taken into the plans in the observed / targeted changes in emotional labour and innovative climate. The mediating role of intellectual capital has been similarly studied in the literature. It is revealed that intellectual capital has a fully mediating role in the relationship between leadership behaviour and emotional labour, and that intellectual capital has a partial mediating role between leadership behaviour and innovative climate. Therefore, as the effect of leadership behaviour on emotional labour is investigated, it is seen that intellectual capital is an effective variable and its partial mediating role in the effect of leadership behaviour on innovative climate indicates that the impact of intellectual capital remains limited in the relationship. According to the findings, leadership behaviour positively and significantly affects social capital and intellectual capital in causality relationships. The positive effect of leadership behaviour on social capital supports the findings of Birasnav, Rangnekar and Dalpati [2010], Anderson and Sun [2015], and Yamaguchi [2013]. Leadership behaviours can direct many factors that affect the social networks, connections, and social capital for the organization [Jiang, Liu, 2015] with the authority taken from the duties and the positions. This leading can be realized by designing the organizational structure to improve social capital and encouraging the social capital components in decisions and practices.

It was determined that leadership behaviour affected intellectual capital positively and significantly. The main purpose of a leader in managing intellectual capital is to transform information into component values for the business organization. The individual's knowledge and ability can create value for both the individual and the organization. An added value of intellectual capital becomes the "product" by using [Hsu, Fang, 2009; Liu, Phillips, 2011] and sharing the knowledge of the individual in creating organizational value. The ability of managers to determine the most important components of intel-

lectual capital by decision, choice, and policies provides the interpretation of leadership behaviour as a natural result for the working processes in the business. In hotel establishments, where service-based activities take place, leaders need to raise awareness of intellectual capital and analyse its elements critically to use intellectual knowledge efficiently [Isa et al., 2008; Tang, 2016]. In hotel businesses, there is constant communication and interaction between employees and customers. Hotel managers can provide significant added value by increasing the intellectual knowledge they obtain from human capital by increasing customer satisfaction and loyalty [Hsu, Fang, 2009; Ferreira, 2014], and hotel managers can use their intellectual capital more effectively than their competitors and turn superior service quality into a determining strategy in the competition [Zopiatis, Constanti, 2012; Tang, 2016]. According to data analysis, leadership behaviour has a little negative effect on emotional labour. One of the original findings of the study is that leadership behaviour does not have a positive and meaningful effect on emotional labour. According to the studies on emotional labour, the components such as job satisfaction [Gursoy, Boylu, Avci, 2011] increased emotional labour, and negative emotions [Lam, Chen, 2012] decreased it. Therefore, the fact that leadership behaviour does not affect emotional labour positively has been an important observation that should be taken into consideration by researchers and hotel managers. Emotional labour can be positively influenced by leadership behaviour and genuine implementations of leaders increasing employees' emotional labour show that hotel managers may affect business performance positively [Buckner, Mahoney, 2012] by improving leadership behaviour in a way which will cause an increase in emotional labour. It is determined that leadership behaviour has a significant positive effect on innovative climate. This finding supports the studies [Yıldız, Baştürk, Boz, 2014; Mohamed, 2016; Luu, 2019] focused on the effects of leadership behaviour on innovative climate. In terms of hotel operations, innovation is important to adapt to changing customer needs and expectations and to lead the market [Tang, 2016]. Therefore, employees should work in an innovative climate, and hotel managers should constantly encourage their subordinates to innovate. They can try to create a positive and secure environment encouraging openness and generation of new ideas. Hotel managers should not punish innovation ideas that are faulty, incomplete, and failed. Leaders in hotel businesses should have certain policies and efforts to create an innovative climate.

According to the findings, social capital does not affect emotional labour positively at a significant level. Considering the predictions of social capital and emotional labour [Lam, Chen, 2012], it is expected that social networks, individual and organizational relationships in enterprises will positively affect the emotional labour of employees. However, it is acceptable that the emotional effort ele-

ment in the surface and deep behaviour dimensions of emotional labour does not have a positive effect when combined with the labour-intensive working conditions of the hospitality sector. The effect of social capital on the innovative climate is positive and significant. This finding has supported the observations of Moran [2005], Özdemir and Demirci [2012], Camps and Marques [2014], and Tang [2016]. It can be evaluated that the increase in social relations and networks in hotels affects the development of new ideas positively by sharing the knowledge and experiences of employees and managers. Similarly, intellectual capital does not have a positive effect on emotional labour, but it has a positive effect on innovative climate. It is possible that this result is related to different factors such as comprehensiveness of intellectual capital, being failed to manage the intellectual capital in the hotels, and not setting the standards regarding the emotional labour expected from the employees correctly. Intellectual capital had a positive effect on innovative climate. The finding was as expected, and the results supported the studies carried out by Chu et al. [2006], Hsu and Fang [2009], Yeganeh et al. [2014], Eren, Karaca and Kılıç [2015], and Liu and Jiang [2020]. Organizational, individual, and sectoral knowledge and experience of enterprises can ensure opportunities to establish an innovative workplace and working processes.

Consequently, it is seen that leadership behaviour has a significant positive effect on social capital, intellectual capital and innovative climate and that social capital and intellectual capital has a significant positive effect on innovative climate. However, it is observed that leadership behaviour, social capital and intellectual capital do not have a significant positive effect on emotional labour. It is seen that managers who want to increase the level of innovative climate, social capital and intellectual capital in their hotels should develop leadership behaviours effectively. The level of innovative climate can be enhanced providing that social capital and intellectual capital are improved by policies, supports, resource transfers, or various incentives. The fact that leadership behaviour, social capital, and intellectual capital do not affect emotional labour positively is one of the original findings of the research and it can be expected that this result may arise because of the labour-intensive working conditions of hotels or possible insufficiencies of effective leadership behaviour in hotel enterprises. It is known that employees who are encouraged within the framework of their needs and rewarded for their efforts mostly increase their emotional labour behaviours within professional standards. The research provides a comprehensive explanation of the mediating role of social capital and intellectual capital in the effect of leadership on emotional labour and innovative climate and enables the more effective application of these organizational variables. Furthermore, since the effect of leadership behaviour on these variables is not examined in hotels, it is thought that a solid basis and



valuable findings are presented for further studies. This study has some recommendations for future research. It revealed the effects of leadership behaviours on social capital, intellectual capital and innovative climate on different levels. But which leadership behaviours are more effective needs to be scrutinized in a few different kinds of research. It seems that leadership behaviours do not affect all variables equally. Future research may focus on mediating and monitoring the effects of leadership be-

haviour on different organizational variables. Future studies may also investigate the relations of sub-dimensions of the model. In the social sciences, it is known that every scientific research constitutes a source for future studies and the results of each allow new studies. Thereby, the impact of leadership behaviour on social capital, intellectual capital, emotional labour, and innovative climate can be examined in different categories of accommodation businesses such as boutique hotels or coastal hotels. ■

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