Examining Psychological Empowerment and Participative Leadership Effects on Employees and Organizations

Örgütler ve Çalışanlar Üzerinde Psikolojik Güçlendirme ve Katılımcı Liderliğin Etkilerinin İncelenmesi

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Abstract: Regardless of the sector, companies need to be effective in their organizational structures and support the innovative behavior of their employees in order to ensure their sustainability in a constantly changing and developing competitive environment. The success of companies in innovative activities depends on the innovative behavior of the employees. For this reason, employees should be psychologically strong and at the same time share their thoughts and ideas in a participatory environment. Therefore, companies within the organizational structure should be able to use their human resources well because one of the criteria of being successful in competition depends on the ability to offer innovative products/services different from their competitors in the market where they are located. The human resources department is one of the most important factors in differentiating organizations. In order to benefit from human resources in the most efficient way and to ensure their motivation, it is necessary to psychologically strengthen the employees and ensure their participation within an organization. The aim of the study is to analyze the reactions of white-collar employees who work in food companies that have to make continuous production in order to meet the food needs of people, all while working against the leadership's attitude in the busy pace of work. Within the scope of the research, surveys were collected from 365 personnel working in food companies in Istanbul operating in the production sector in 2019. Analyzes were made by using IBM SPSS 25 and AMOS.

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Correlation analysis, regression analysis, Sobel test, and Hayes process were performed respectively in order to examine variables and test hypotheses in the research model. As a result of the research, it was concluded that both psychological empowerment and participative leadership positively affect innovative behavior and organizational effectiveness.

Structured Abstract: The purpose of companies is not only to have a qualified workforce but also to minimize the turnover rate of this workforce. As today's companies are aware of the importance of this situation, they are engaged in many human resources activities for this purpose. With organizational effectiveness and innovative activities, organizational structures in which both performance criteria are important and employees are integrated with their organizations have started to come to the fore. Nowadays, companies want to make the most of all their employees, taking into account the advantages of empowering their employees. Therefore, psychological empowerment practices are among the most preferred subjects in contemporary business management. With psychological empowerment, a working environment is created in which employees see and feel self-confident, have initiative, and are controlled individuals. As a result, as the motivation of the empowered personnel is high, they will take an active role in solving the problems, directing all their strength and attention to the goal they are trying to reach. In fact, empowered personnel are much more flexible in their work. In situations that require quick decision making, she/he will act calmly and find solutions by trying alternative ways. Empowered personnel are the ones who can make things more valuable by removing uniformity. The most important feature of empowered personnel is that they can be successful in many jobs on their own without the need for someone else's help. Kanter (1983), who studied entrepreneurial organizations such as Hewlett-Packard, General Electric, Polaroid, and General Motors, argued in her research that empowerment and innovative behavior are inextricably linked with each other. The relationship between psychological empowerment perception, innovative behavior, and the quality of the product and service provided in organizations begins with the perception of employees as an important resource. For this reason, the psychological state of the employee is important in the success of the organization. At the same time, participative leadership style is very important for organizations in order for employees to express their thoughts and opinions. Participative leadership style, which attaches importance to the opinions of employees in participating in the decisions taken, increases the effectiveness of the employees in organizations. As a result, along with psychological empowerment, participative leadership style is important in terms of both innovative behavior and organizational effectiveness. In addition, today's enterprises aim to use their existing human resources in the most effective way in order to maintain their continuity in competitive market conditions, to increase their profitability and efficiency, and to both fight against their competitors and gain a competitive advantage. For this reason, companies are turning to various applications that can increase the productivity of their employees. One of the main practices is to empower employees psychologically. Psychological empowerment is expressed as the degree of perception by the employees of the practices applied by the senior management to empower the employees. While people are included in the organization with their complex features, the correct management of these features makes it a resource and directly affects the performance of the organization that creates a synergic effect. However, the prerequisites for creating this effect determine the reasons for human behavior in the organization, the factors affecting this, and the consequences of this. In this context, management science and organizational behavior discipline are seen as important fields of study. Particularly, it is also important that the discipline of organizational behavior deals with people in the mutual relationship between both their individual characteristics and social structure, in terms of ensuring the correct understanding of the human being within the organization and thus guiding the person correctly. Psychological empowerment means that the individual feels competent with the support of organization management. The individual's feeling of self-sufficiency can be considered as self-awareness and the ability to adapt this to his job. In this context, the individual can increase his/her own performance and then his/her organizational performance. However, in today's business world, it is expected to bring a difference in the way of doing business or in the job, beyond increasing the work performance of the individual within the organization. In short, an individual with increased performance is asked to have a difference in his/her perspective towards his/her job or organization. Psychological empowerment and leadership style are of great importance for businesses to increase productivity. Especially, negative leadership styles that put pressure on employees cause various costs for businesses in terms of time and financial resources. The ability of businesses to minimize these costs depends on increasing the duration of the employees' stay in the organization that is, decreasing the employee turnover rate. Therefore, as well as empowering their employees psychologically, at the same time, there is a need for leaders to use a participative leadership style that supports employees, attaches importance to their thoughts and opinions, enables employees to participate in decisions to be taken, and keeps

employees' motivation high. Organizations have a common point in benefiting from the creativity of employees, encouraging employees to think, experiment and learn differently, and above all, rely on employees and liberate them to produce, believing that creativity can come from all employees rather than a particular group, and holding everyone accountable for this. This common point is to empower employees psychologically, and just as importantly, employees receive support from management. They need highly energetic organizational structures where employees find their job meaningful, competent, and effective in their work. Innovative behaviors and organizational effectiveness activities are expected to be more intense in such organizational structures where employees want to work. In this research, on white-collar employees working in food production companies operating in the production sector, the effects of psychological empowerment and participative leadership on innovative behavior and organizational effectiveness were examined. A field study was conducted using a questionnaire to test the hypotheses. As a result of the surveys collected from food production companies in Istanbul, it was concluded that the employees needed psychological empowerment and that psychological empowerment together with the leadership of the participative positively affected the employees in terms of innovative behavior. At the same time, it can be explained that psychological empowerment and participative leadership positively affect organizational effectiveness as a result of analysis.

Keywords: Organizational Effectiveness, Participative Leadership, Innovative Behavior, Psychological Empowerment, Sobel, Hayes Process.

Öz: Şirketler hangi sektörde olursa olsun sürekli değişen ve gelişen rekabet ortamında sürdürülebilirliklerini sağlayabilmeleri için örgüt yapılarının etkililiğini ve çalışanlarının yenilikçi davranışlarını desteklemeleri gerekmektedir. Şirketlerin yenilikçi faaliyetlerde başarılı olması çalışanların yenilikçi davranışlar içinde olmasına bağlıdır. Çalışanların psikolojik açıdan güçlü olmalarıyla birlikte aynı zamanda düşüncelerini ve fikirlerini paylaşabilecekleri katılımcı bir ortamında sağlanabilmesi gerekmektedir. Bu nedenle şirketler insan kaynaklarını iyi kullanabilmelidirler. Çünkü rekabet de başarılı olabilmenin ölçütlerinden biride rakiplerden farklı yenilikçi ürünleri/hizmetleri bulundukları pazarda sunabilmelerine bağlıdır. Örgütlerin sahip oldukları insan kaynakları, örgütlerin farklılaşabilmesinde en önemli faktörlerden biridir. Dolayısıyla insan kaynakları faktörü birçok örgütsel araştırma alanında temel nokta olmaktadır. İnsan kaynağından en verimli bir şekilde yararlanabilmek, çalışanların motivasyonlarının iyi olmasını sağlayabilmek için çalışanların psikolojik açıdan güçlendirilmeleri ve örgüte katılımlarının sağlanabilmesi gerekmektedir. Araştırmanın amacı kapsamında insanların gıda ihtiyacını karşılamak amacıyla gıda sektöründe yer alan firmalarda çalışmakta olan beyaz yakalı çalışanların psikolojik güçlendirme ve katılımcı liderliğin etkisiyle yenilikçi davranışlarının ve örgütsel etkililiğin ne yönde etkilendiğini analiz etmek amaçlanmıştır. Araştırma kapsamında 2019 yılında İstanbul'da üretim sektöründe faaliyet gösteren gıda firmalarında görev yapan 365 personelden anketler toplandı. Verilerin analizinde IBM SPSS 25 ve AMOS programları kullanılmıştır. Sırasıyla korelasyon analizi, regresyon analizi, Sobel testi ve Hayes process yapılmıştır. Araştırma sonucunda hem psikolojik güçlendirmenin hem de katılımcı liderliğin yenilikçi davranışı ve örgütsel etkinliği olumlu etkilediği sonucuna varılmıştır.

Anahtar Kelimeler: Örgütsel Etkililik, Katılımcı Liderlik, Yenilikçi Davranış, Psikolojik Güçlendirme, Sobel, Hayes Process.

1. Introduction

With the psychological empowerment of employees in organizations, an important advantage is gained in order to ensure sustainability (Qing et al., 2019: 1411). The concept of psychological empowerment deals with the facts of the situation that employees experience within the organization. Psychological empowerment has an important effect on any problem experienced by the employees in the organization. In the research about psychological empowerment, the relationships between the development of employee's skills, job participation, and control skills and their organizations were examined (Pradhan et al., 2017: 84; Dust et al., 2018: 572). Employees' successes, talents, and skills are revealed according to their work performance within the organization. Organizations need to take the initiative instead of the hierarchical chain of command

where power and authority are concentrated on one hand (Bordin et al., 2007: 35). In addition, organizations also prefer ways of working in which fulfillment of duties and responsibilities, decision-making, innovation, and creativity are encouraged. Therefore, organizations that have moved away from traditionalist approaches emphasize the concept of psychological empowerment, which is one of the approaches that will lead the organization to success. Organizations facilitate the psychological empowerment and innovative behavior of their employees by providing competence, initiative, and rewards (Conger and Kanungo, 1988: 473). Conger and Kanungo (1988) emphasize the importance of psychological empowerment for promoting and managing innovation in organizations. Despite organizational and environmental barriers, individuals who are empowered display innovative behavior as a result of their creativity. Clearly, leadership style has an important role in the employees being psychologically strong (Mufti et al., 2020: 4). It is very important that employees participate in the problems of organizations as partners and that employees support their organizations in the process of generating solutions. For this, it is assumed that participative leadership style can be effective for employees also because there is a need for participative leadership in order for employees to share their thoughts, not remain silent about problems, and participate in the decision-making process of the institution (Odoardi et al., 2019: 106). Participative leadership is defined as the involvement of employees in the organization's decision-making process (Bell & Mjoli, 2014: 454). In particular, it is important for the leader to make joint decisions with the employees in terms of the employees' feelings and their belonging to the organization (Somech, 2006: 135; Miao et al., 2014: 2797). The concept of participative leadership involves sharing the power of the leader and strengthening the commitment of employees to the organization (Yukl, 2010: 87). The reason for participative leadership to be examined both independently and as a mediation variable in the research is that while the innovative behavior and organizational effectiveness of employees in organizations with psychological empowerment are positively affected, the research model has been created based on the assumption that innovative behavior and organizational effectiveness will increase when the participative leadership style has a mediation effect. For this reason, within the scope of the study, it was investigated how psychological empowerment and participative leadership affect the participation and loyalty of employees within the organization.

2. Literature Review

2.1. Psychological Empowerment

Psychological empowerment is an important concept for organizations, as it positively affects employees' sense of control, decision-making, consistency, problem-solving ability, and participative behavior (Kong et al., 2016: 2555). Through psychological empowerment, employees within the organization, particularly in areas where employees develop themselves as it strengthens them personally, interactively, and behaviorally, results in their self-efficacy, intrinsic motivation, and expertise coming into prominence (Muqadas et al., 2017: 852). Employees who think that they do not have the skills to reach their intended results do not know how to follow their goals. Therefore, in the case of psychological empowerment, they begin to believe that employees will achieve their goals as their self-confidence begins to increase (Singh & Singh, 2019: 940). At the same time, psychologically empowered employees start to work more selflessly in the organization. Along with psychological empowerment, employees' attention, initiative and flexibility increase their loyalty to the organization (Kraimer et al., 1999: 130). When employees work with a sense of meaning, they pay attention to fulfilling their responsibilities in the organizations (Wiley, 1999). Organizational structure, the leadership style of the organization's management style, and relationships among the employees are also important in providing psychological empowerment to employees (Amundsen & Martinsen, 2015: 306). In the study about psychological empowerment, empowerment is effective in the decision making of employees and the development of necessary skills (Kundu et al., 2019: 607). It is concluded that psychological empowerment resolves the pressure and sense of inadequacy within the employees and supports the awareness of their social

environment (Jose & Mampilly, 2014: 97). In the research model, the effects of psychological empowerment on innovative behavior and organizational effectiveness are analyzed. After examining the effects of psychological empowerment, the participative leadership variable is examined after psychological empowerment.

2.2. Participative Leadership

Organizations need a leader to run their activities more regularly and in a planned manner. Participative leadership style has an important effect on employees' perceiving themselves as a part of the organization and carrying out intensive teamwork activities (Miao et al., 2014: 2799). Due to the support of participative leadership, employees find the opportunity to improve themselves in problem-solving and gaining different perspectives (Benoliel & Barth, 2017: 642). Participative leaders may not be able to find solutions to every problem, so when they want to find solutions to organizational problems in general, they want to make decisions together with employees, so employees participate in making decisions (Kim & Schachter, 2015: 3). One of the most important leadership styles for employees to be effective in decision-making in the organization is participative leadership (Chan, 2019: 321). For this reason, participative leadership has an important function for employees to take active roles and responsibilities in organizations and to express their thoughts and opinions (Rana et al., 2019: 36). Participative leaders make an effort to prepare the necessary environment to ensure that employees can be active (Yukl, 2010: 88). The fact that employees within the organization adapt to each other in an understanding manner decreases the conflicts that may occur. In addition, participative leadership has an effect on the performance, motivation, commitment, and job satisfaction of employees, which is extremely important for organizational structures, and also has other effects, such as removing the intention of employees to leave their jobs (Huang et al., 2010: 124). The satisfaction of the employees with their work stems from the opportunities provided by the leaders (Spector, 1997: 3). Therefore, the management style and leadership in organizations is very important. In the research model, the effect of participative leadership on both independent and mediation innovative behavior and organizational effectiveness is examined.

2.3. Organizational Effectiveness

Sustainability may take longer if organizations can actively carry out their activities in an intense competitive environment (Connors, 1979: 93). Since organizational activities determine the future of the organization, the activities must be sustainable in order to ensure organizational effectiveness (Ali et al., 2020: 164). In organizational activity, it is very important to ensure both the participation of employees and organizational activities. Although the support given to the employees is important in ensuring organizational effectiveness (Colbert et al., 2014: 361), at the same time, the activities carried out in the organization should be positive (Robbins, 1990). Organizational effectiveness is known as the degree of achievement of an organization's goals in the short or long term (Nica, 2016: 224). Organizational activity is qualified by time and organizational value in the process of executing inputs into the organization and turning them into outputs (Jain, 1997: 40). The organization must use resources efficiently, employees must fulfill their duties, and relations development between employees and the board, as well as goals within the organization, must be realized (Deem et al., 2015: 569). For these reasons, organizations must be in a positive way in their organizational effectiveness in order to achieve their goals and to have a positive performance (Parke & Seo, 2017: 335). The realization of organizational effectiveness also constitutes the future and structure of the organization since it shows that the criteria set by the organization are applied (Walton & Dawson, 2001: 174). Organizational effectiveness is evaluated by considering the goals and standards of the organization (Mishra & Misra, 2017: 72). If it is not possible for employees to participate in organizational activities, it is not possible to realize organizational effectiveness in line with the goals and objectives of the organization (Lee, 2018: 3). In order to make this assessment, employees must be able to successfully perform teamwork within

the organization. Thus, employees can self-manage and give more importance to teamwork for the success of organizational activity. Employees who are successful in managing themselves are more satisfied with their work and increase their organizational effectiveness (Tang, 2019: 23). In other words, in order to achieve organizational effectiveness, employees' motivation and commitment must be strong (Kareem & Hussein, 2019: 311), and this requires psychological empowerment and a participatory organizational structure. In this context, the effects of psychological empowerment and participative leadership on organizational effectiveness are examined.

2.4. Innovative Behavior

The rapid change that occurs in the competitive environment leads organizations to be innovative. By enabling the creation of creative environments in organizations, innovative activities can be realized by supporting the creative ideas of employees within the organization (Plaskova et al., 2017: 2535). Creativity is to generate or develop new ideas, and innovative behavior is to stimulate creative thoughts. The foundations of innovation are new and applicable ideas, but the adoption of these ideas and their implementation to achieve business or social goals are expressed as innovative behaviors (Garg & Dhar, 2017: 245). Innovative behavior enables employees to use innovative thinking styles and respond quickly and accurately to changes in customer demands (Yu et al., 2018: 3). Everything, such as changing routine work in the organization or taking advantage of new solutions, facilitating work, improving the service offered to customers, is considered within the scope of innovative behavior (Li & Hsu, 2018: 2114). Therefore, it is likely that if employees are busy, they will need psychological reinforcement. Innovative behavior emerges as employees produce new ideas and solutions in the face of a problem they encounter. Organizations need a participative mindset so that employees can generate new ideas and engage in creative activities. In addition, innovative behavior produces a valid model for the use and benefit of products and services within the organization (Lin & Lee, 2017: 3466). Examples of innovative behaviors include seeking new technologies, proposing new strategies to achieve goals, applying new working methods, and providing support and resources to implement innovative ideas (Zheng et al., 2019: 896). Encouraging individuals to innovate and spread the innovations throughout the organization means an increase in innovative activities. If innovative behaviors in employees are not supported and encouraged, organizations will likely remain weak against competitors (Wang et al., 2019: 506). Empowered employees easily overcome challenges because they feel that they are innovative, productive, and effective in their work. In addition, they do not act cowardly when trying something new (Woods et al., 2018: 31). Within the scope of the research model, the effect of psychological empowerment and participative leadership on employees' innovative behaviors is examined.

2.5. Examining the relationships between variables

Tang (2019) states that leadership style has an important effect on organizational effectiveness. In their study, Mehdipour and MohebiKia (2019) stated the important impact of participative leadership on organizational effectiveness. Khan et al. (2012) explained in their study that participative leadership style positively affected innovative work behavior. Budhiraja and Malhotra (2013) stated in their study that participative leadership style positively affects organizational effectiveness. Kim and Schachter (2015) stated in their study that participative leadership positively affected organizational performance. Seibert et al. (2011), to explain the concept of psychological empowerment, states that psychological empowerment with meta-analysis method is a positive antecedent of many issues in the field of organizational behavior and has a positive relationship with innovative behavior. Tsai et al. (2015) found a significant relationship between psychological empowerment and innovative behavior in a study they applied to employees and managers serving in private and public companies in the technology, transportation, finance and retail sector in Taiwan. In a different study, Hwang and Kim (2016)

explain that psychological empowerment affects organizational effectiveness positively. As a result of these researches, hypotheses examined and tested within the scope of the research:

H1: Psychological empowerment on employees in organizations affects participative leadership

H2: Psychological empowerment on employees in organizations affects innovative behavior

H3: Psychological empowerment on employees in organizations affects organizational effectiveness

H4: Participative leadership in organizations affects employees' innovative behavior within the organization

H5: Participative leadership in organizations has an impact on organizational effectiveness

H6: There is a mediation variable effect of participative leadership between psychological empowerment and innovative behavior on employees in organizations

H7: There is a mediation variable effect of participative leadership between psychological empowerment and organizational effectiveness on employees in organizations

3. Methodology

3.1. Research Goal

The research was conducted on white-collar employees working in food companies. The reason why food companies were chosen for the research is to analyze the reactions of white-collar employees working in these companies, which have to constantly produce in order to meet the food needs of the people, against the psychological support they need in the busy pace of work and their leadership attitude. In addition, whether the innovative behavior and organizational effectiveness of the employees are affected positively or negatively in their reactions to their institutions is analyzed with the research.

3.2. Data, Variables and Research Model

In the survey, 365 employees (white collar/administrative staff) were conducted within the scope of the research. The questionnaires were collected from food companies in Istanbul in 2019. Survey questions consist of questions representing those 4 variables. **The Psychological Empowerment Scale** made by Spreitzer (1995) was obtained from the scale in the study conducted by Surgevil, Tolay, and Topoyan (2013). For the **Participative Leadership Scale**, the scales in studies by Chen and Tjosvold (2006) were used. **Innovative Behavior**; Naranjo-Valencia et al. (2017) used the scales in their research. **Organizational Effectiveness Scale** takes advantage of the study conducted by Curkovic et al. (2000). Thomas et al. (2015) stated that in order to adopt a quantitative approach, the relationships between the variables should be examined and the hypotheses should be tested. Therefore, the effect of independent variables on the dependent variable is examined in the research framework. Analyses were made using IBM SPSS 25 and AMOS. The survey consists of a five Likert scale. After factor (confirmatory and explanatory) analysis and reliability analysis and correlation analysis in the examination of the relationships between variables; Regression analysis was performed in testing hypotheses. Sobel and Hayes' process were used in the analysis of the mediation variable effect.
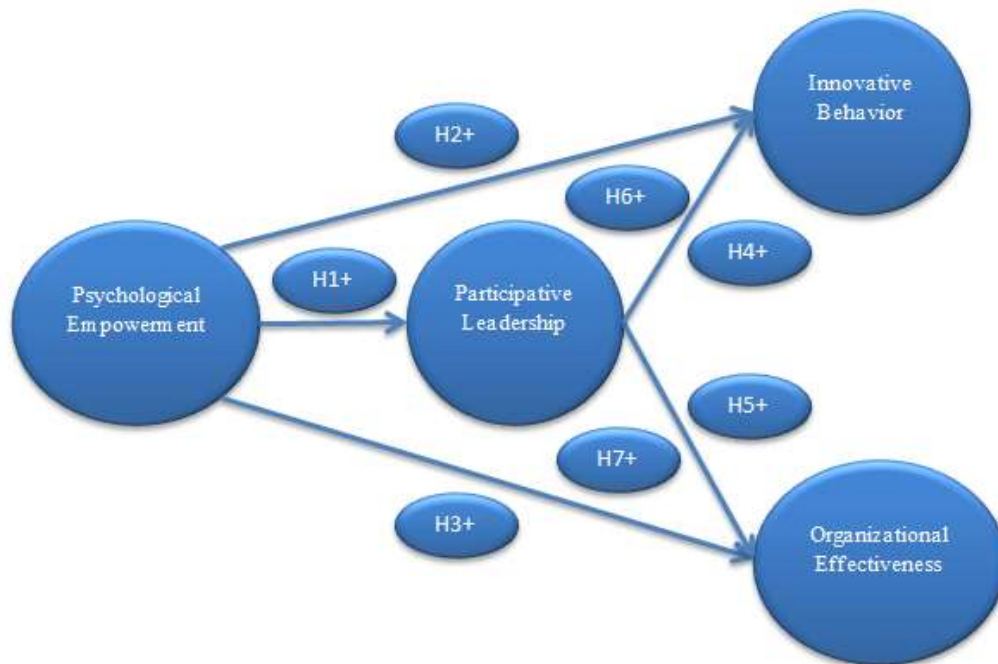
Figure 1: Research Model

4. Findings

4.1. Demographic Characteristics of the Respondents

The Scale was implemented on 365 white-collar administrative staff working in different departments of food companies.

Males	196 (54%)
Females	169 (46%)
30-39 age group	135 (37%)
40-49 age group	186 (52%)
50+	44 (11%)
University Graduates	275 (75%)
Master's Degree	90 (25%)

In the survey study, the level of achieving the goals that they set individually for the employees was determined to be 27 employees who reached their targets at the "Very Low" level, 51 employees who could reach their targets at the "Low" level, 130 employees who reached their targets at the "Medium" level, 119 employees who reached their targets at the "High" level, and 38 employees who reached their targets at the "Very High" level.

4.2. Analysis and Results

In the analysis, firstly, factor analysis was made. Kaiser-Meyer Olkin (KMO) suitability test and Bartlett test results were checked to see if the data are suitable in factor analysis. The KMO value was 0.929 and the Bartlett test result was 0.000 (for p≤0.05), indicating that the data were suitable for factor analysis. To collect the data, a 5-point Likert scale survey with 35 questions was prepared. Since there is no factor distribution in factor analysis, 10 questions were removed from the scale. The 4-factor distribution of 25 questions is shown in Table 1:

Table 1: Rotated Component Matrix[a]

Rotated Component Matrix[a]

	Component			
	1	2	3	4
OE3. In the organization where I work, top management attaches great importance to the understanding of "quality".	0.792			
OE4. The organization I work for gives education to its employees so that they can reach a high potential.	0.785			
OE5. In the organization I work for, the employees have grasped the strategic goals of the organization.	0.775			
OE6. Our senior management directs the company goals correctly by thinking about the future.	0.751			
OE2. The image of the organization I work for is better than other businesses.	0.708			
OE1. In my organization, fair and correct procedures are used for the evaluation of employees.	0.693			
KL3. Managers consult me about important changes.		0.870		
KL4. Managers allow me to influence decisions about long-term plans and goals.		0.857		
KL1. Managers ask my opinion in their decisions.		0.840		
KL2. Managers ask for my suggestions on how the work will be carried out.		0.833		
KL5. Managers allow me to set my own goals.		0.706		
KL6. Managers offer me important opportunities to work independently.		0.669		
IB10. I pay attention to unusual issues in my job, my department, my organization, or in the market.			0.781	
IB11. I generate ideas or solutions to solve problems.			0.772	
IB2. To gain insight into the problems, I define the problems clearly.			0.671	
IB1. I try new ideas and solutions.			0.662	
IB4. I evaluate the strengths and weaknesses of my new ideas.			0.647	
IB3. I try to persuade others to understand the importance of new ideas.			0.608	
IB9. I develop new ideas to improve an existing process, technology, product or service in daily routine work.			0.601	
PGO4. My job is very valuable for me.				0.864
PGO5. The activities I do while doing my job make sense to me.				0.789
PGO1. The work given to me at the institution I work for is very important.				0.779
PGO3. I trust my skills in the institution where I work.				0.766
PGO8. I constantly improve myself in the institution where I work.				0.604
PGO6. I have a great influence on the events that take place in the department I work.				0.522

OE: Organizational Effectiveness, KL: Participative Leadership, IB: Innovative Behavior, PGO: Psychological Empowerment

Confirmatory Factor Analysis in quantitative analysis methods was used to analyze scales representing more than one variable in the research model in order to acquire statistical definition (Brown, 2015: 1).
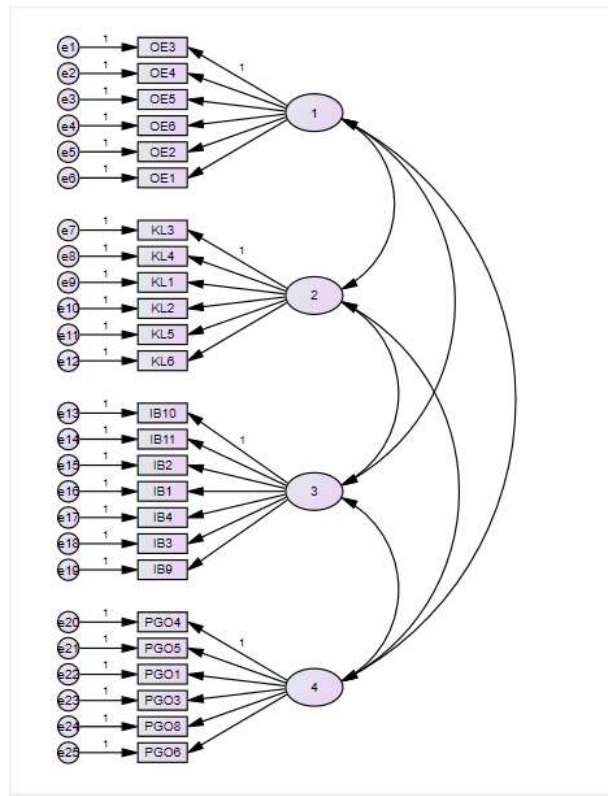
OE: Organizational Effectiveness, KL: Participative Leadership, IB: Innovative Behavior, PGO: Psychological Empowerment

Figure 2: Confirmatory Factor Analysis

Confirmatory factor analysis was performed in SPSS AMOS and model fit values were examined. Model fit values as a result of the analysis: X2/df=3.561<5, 0.85<GFI=0.885, 0.90<IFI=0.923, 0.90<NFI=0.917, 0.90<CFI=0.924, RMSEA=0.060<0.080. It is important that the model fit values are appropriate because the validity of the 4-factor structure made by explanatory factor analysis is also confirmed by confirmatory factor analysis.

After factor analysis, reliability analysis was performed. The reason for the reliability analysis is to measure the internal consistency of the scales representing the variables. According to the research conducted by Nunnally in 1978, Cronbach Alpha value is considered to be 0.70 and above for social sciences (Nunnally, 1978: 263-264; Büyüköztürk, 2018: 183).

Table 2: Reliability Analysis

Variables	Number of Questions	Cronbach Alpha (α) Values
Psychological Empowerment	6	0.846
Participative Leadership	6	0.952
Innovative Behavior	7	0.875
Organizational Effectiveness	6	0.913

Analysis and interpretations between -1 and +1 values are made for correlation analysis in the relationships between variables. The values taken by the variables show the direction and degree of the relationship between them (Ural & Kılıç, 2013: 243). It can be explained that if one of the variables decreases, the other increases, and vise versa, there is a negative relationship (Kalaycı, 2010). The correlation analysis is shown in table 3.

Table 3: Correlation Analysis

Correlations		Psychological Empowerment	Participative Leadership	Innovative Behavior	Organizational Effectiveness
Psychological Empowerment	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	365			
Participative Leadership	Pearson Correlation	0.478**	1		
	Sig. (2-tailed)	0.000			
	N	365	365		
Innovative Behavior	Pearson Correlation	0.307**	0.539**	1	
	Sig. (2-tailed)	0.000	0.000		
	N	365	365	365	
Organizational Effectiveness	Pearson Correlation	0.392**	0.647**	0.602**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	365	365	365	365

**. Correlation is significant at the 0.01 level (2-tailed).

As a result of the correlation analysis: When the relationships between the variables are examined, it is concluded that the psychological empowerment variable has a positive relationship between the other variables. If employees in organizations are motivated by psychological empowerment, both innovative behavior and organizational effectiveness of employees are positively affected.

Regression analysis was performed to analyze whether hypotheses were supported after correlation analysis. The 5 hypotheses accepted as a result of the regression analysis are shown in Table 4.

Table 4: Regression Analysis

Hypothesis	Standard β	Sig.	Supported/ Not Supported	Significance Level(Sig.)
H1: Psychological empowerment on employees in organizations affects participative leadership	**0.478*****	**0.000**	**Supported**	*P<0.001*
H2: Psychological empowerment on employees in organizations affects innovative behavior	**0.307*****	**0.000**	**Supported**	*P<0.001*
H3: Psychological empowerment on employees in organizations affects organizational effectiveness	**0.392*****	**0.000**	**Supported**	*P<0.001*
H4: Participative leadership in organizations affects employees' innovative behavior within the organization	**0.539*****	**0.000**	**Supported**	*P<0.001*
H5: Participative leadership in organizations has an impact on organizational effectiveness	**0.647*****	**0.000**	**Supported**	*P<0.001*

*: $p \leq 0.05$, **: $p \leq 0.01$, ***: $p \leq 0.00$

As a result of the regression analysis in SPSS, independent variables are considered to have an effect on dependent variables. As a result of the analysis, the hypotheses are supported as the sig values are less than ***: p <0.001. After the regression analysis, the analysis results for the mediation variable are shown in Table 5.

Table 5: Mediation Effect Analysis

	IV	DV	Standard β	Sig.	Adjusted R Square	F Value
Regression	Psychological Empowerment	Innovative Behavior	0.064	0.218	0.092	35.584
	Participative Leadership		0.508***	0.000	0.289	70.732
Regression	Psychological Empowerment	Organizational Effectiveness	0.107	0.022	0.151	62.182
	Participative Leadership		0.595***	0.000	0.424	127.181

Several tests have been developed to determine the mediation variable effect. One of the most important of these tests is the Sobel test (Sobel, 1982). Standard error values and uncorrected regression coefficients are used in the calculation of the Sobel test. In the research conducted by MacKinnon, Warsi, and Dwyer in 1995, statistical-based methods began to become widespread in calculating the mediation variable effect;

Table 6: Results of Regression Analysis of Mediation Variable (MV) Effect

H6 Hypothesis, Sobel/Aroian/Goodman Test;

Variables			Input:		Test statistic:	Std. Error:	p-value:
IV	Psycological Empowerment	a	0.975	Sobel test:	7.0168913	0.06127714	0
MV	Participative Leadership	b	0.441	Aroian test:	6.99915605	0.06143241	0
		Sa	0.097	Goodman test:	7.03476206	0.06112147	0
DV	Innovative Behavior	Sb	0.045				

To explain the effect of the mediation variable, the p-value must be less than <0.05.

H7 Hypothesis, Sobel/Aroian/Goodman Test;

Variables			Input:		Test statistic:	Std. Error:	p-value:
IV	Psycological Empowerment	a	0.975	Sobel test:	7.91227457	0.06481701	0
MV	Participative Leadership	b	0.526	Aroian test:	7.89742273	0.06493891	0
		Sa	0.097	Goodman test:	7.92721053	0.06469489	0
DV	Organizational Effectiveness	Sb	0.041				

To explain the effect of the mediation variable, the p-value must be less than <0.05.

*: p<0.05	**:p<0.01	***:p<0.001

After the Sobel test, at the same time, the mediation effect was tested in the Hayes process developed by Hayes (2017). In accordance with the research model, the mediation variable effect in model 4 was tested with the Hayes process. Model 4 consists of X (independent variable-IV), M (mediation variable-MV), Y (dependent variable-DV). In his research, Hayes (2017) made an SPSS program through a macro he developed and a data analysis method that examines the effects of mediation variables.

Table 7: Hayes Process Analysis

H6 Hypothesis, Hayes Process Analysis;	H7 Hypothesis, Hayes Process Analysis;
Model: 4	Model: 4
Y: Innovative Behavior (DV)	Y: Organizational Effectiveness (DV)
X: Psycological Empowerment (IV)	X: Psycological Empowerment (IV)
M: Participative leadership (MV)	M: Participative leadership (MV)
Sample	Sample
Size: 365	Size: 365
Indirect effect(s) of X on Y:	Indirect effect(s) of X on Y:
BootLLCI BootULCI	BootLLCI BootULCI
participative 0.3189 0.5612	participative 0.3921 0.6653
Partially standardized indirect effect(s) of X on Y:	Partially standardized indirect effect(s) of X on Y:
BootLLCI BootULCI	BootLLCI BootULCI
participative 0.3012 0.5104	participative 0.3672 0.5993
Completely standardized indirect effect(s) of X on Y:	Completely standardized indirect effect(s) of X on Y:
BootLLCI BootULCI	BootLLCI BootULCI
participative 0.1835 0.3082	participative 0.2249 0.3533

The value between BootLLCI and BootULCI is checked to see if participative leadership has a mediation effect. It is assumed that there is no mediation variable effect when there is "0" value between BootLLCI and BootULCI. As a result of the Hayes process analysis, it is accepted that participative leadership has a mediation variable effect since there is no "0" value between BootLLCI and BootULCI. Hypothesis results;

Table 8: Supported / Unsupported Status of Research Hypotheses

Hypotheses	Supported / Not Supported	Level of Significance (Sig.)
H6: There is a mediation variable effect of participative leadership between psychological empowerment and innovative behavior on employees in organizations	**Supported**	*P<0.001*
H7: There is a mediation variable effect of participative leadership between psychological empowerment and organizational effectiveness on employees in organizations	**Supported**	*P<0.001*

As a result of the analysis of the mediation variable effect of participative leadership; sig value ***: p <0.001 is less than and positive, in this case, the hypotheses determined for mediation variable effect are supported.

5. Discussion

When looking at the relationships between variables supported by the findings of the research, a strong and positive relationship was found between psychological empowerment and innovative behavior, and it was concluded that the participant leadership variable had a mediating effect, and at the same time, there was a strong relationship with both participative leadership and innovative behavior. Although these data are the result of the research, caution should be exercised when talking about the positive effects of participative leadership and psychological empowerment on dependent variables as their relationship with each other cannot be demonstrated in the desired clarity in the context of the cause. Because the research is done in food companies, if research is done in different cultures in different sectors, different results can be obtained. Developing employees' knowledge and skills to successfully implement psychological empowerment within the

organization through systems (such as education, rewarding, participative decision management, fair payment, and information sharing) should be established. Employees should feel that they are valuable within the organization, trust the organization, and feel important to the organization. As a result, their motivation will increase. Psychological empowerment has an important feature in finding solutions to the problems experienced by the employees in the organizations and in distributing the negative impact within the organization. Psychological empowerment is critical in determining the behavioral aspects of employees and having positive reflections. Looking at the research, Ghani et al. (2009) concluded that psychological empowerment plays a role in the emergence of innovative ideas. Berraies et al. (2014), in their research in the information and communication technologies sector in Tunisia, concluded that there is a significant relationship between empowerment of employees and innovation. While employees want to reach their goals, they choose when to think that the skills they need are suitable for them. Another essential element of psychological empowerment is the expertise of employees. Employees are expected to have appreciated expertise requiring various skills. When the findings are analyzed, it can be seen that psychological empowerment positively affects innovative behavior and organizational effectiveness. Among the important factors affecting psychological empowerment, the decision-making phase of the employees is their ability to solve the problems they face and the leadership style they are influenced by. Behavioral factors in psychological empowerment help manage stress and act under change. In this way, psychological empowerment plays an important role in keeping employees connected to the organization. Psychological empowerment is effective in ensuring the sustainability of the system in the organization and improving the skills of the employees. Under global competition, organizations need intangible abilities such as the ideas of the human element, which is their most valuable capital. This is particularly evident in a knowledge-based economy (Carmeli & Spreitzer, 2009: 171). Employees in the organization need to be psychologically supported to keep their innovative behavior strong. This is particularly true, since, with both empowerment and participative leadership style, it may be possible to develop organizational effectiveness and innovative behaviors through the development and support of intellectual efforts for everyone in the organization to be creative. The variables used in research on social sciences and the relationships between them are based on expectations that reflect the ideal of scientists in this field. However, this situation may not coincide with the relationships that the researchers aimed to prove in practice. For this reason, in future research and in terms of the limitations of the research, it is recommended that the researchers determine the sector and the sample population through pilot studies.

6. Conclusion

Psychological empowerment is a process that enables employees to behave in a controlled manner and gain expertise in their work. Studies on psychological empowerment depend on the scope of the subject being studied and environmental factors (Ugwu et al., 2014: 383). For this reason, it is necessary to make the right decision both universally and in terms of the sample population before making the research because psychological empowerment includes personal, interactional, and behavioral elements. Personal elements refer to important social situations in the life of employees. The interactive element is expressed as the relationship between individuals and the environment in which they provide expertise. It provides awareness of individuals' environment (Kieffer, 1984: 15), and understanding of situations (Sue & Zane, 1980). Individuals need to make the necessary decisions and skills to solve the problems that they encounter in their environment. Interactional elements are also important for psychological empowerment. Both personal and behavioral factors are related to the behavior of individuals. On the other hand, behavioral elements are aimed at enabling employees to participate in the activities carried out in the organization and to enable interaction in social and political areas. In this way, behavioral factors for employees fulfills an important function in solving problems, communicating, and bringing together people on the subject where there is a problem. The result of the research shows that both psychological

empowerment and participative leadership have a positive effect on ensuring the innovative behavior of the employees and organizational effectiveness. There is a need for new management approaches and employees of management to feel that they are an important part of the organization in order to survive in the competitive environment, to provide a sustainable competitive advantage, to adapt to changing environmental conditions, and to increase efficiency and activity. With psychological empowerment supporting the idea that employees have an important place in the organization, employees think that their work is meaningful for the organization; they try to solve problems with their knowledge, skills, and experience; they produce ideas for improvement; they try to be efficient in achieving the goals of the organization thanks to their work; and they take initiative and decide on processes and results. As a result, employees who are empowered with the support of the organization not only encouraged when they find their job meaningful but also feel competent and independent, and feel that they add value to their jobs. At the same time, they are also willing to exhibit innovative behaviors by working devotedly to search for something new. Employees who experience this situation in the working environment strengthen their bond to the organization and take greater efforts to achieve the goals of the organization. The results of the research shows that psychological empowerment and participative leadership have a positive effect on employees and this positive effect reflects positively in the organization. For this reason, it is revealed how important positive support by leaders and organizations are to the employees in the busy working environment.

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