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# EXPLORATING EMPLOYEE CREATIVITY AS A DRIVER TO EMPOWER EMPLOYEES IN HOSPITALITY SECTOR

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## ABSTRACT

**Objectives:** To study the impact of intrinsic motivation and psychological empowerment on the employee creativity. This analyze the correlation between intrinsic motivation and psychological empowerment and its impact that relates to employee creativity.

**Methods/Statistical Analysis:** A total of 232 questionnaires used for analysis. This study was carried out by visiting the employees in their hotels. The SPSS 20 version and AMOS were used for data analysis.

**Findings:** SEM was used to test the hypotheses framed and was examined with respect applicable theory. The most reported fit indices were the CF1, GF1 and AGF1. CFA was used to test each construct's convergent validity and CFA was completed with all latent variables with the entire sample in the study. All items were significant as required for convergent validity (more than 0.7).

**Applications/ Improvements:** This study, the data is used to infer the factors have effect on the employee creativity. The Management has to orient and train the new recruit in developing employee creativity and inculcate the creative process engagement to the employees.

**Key Words:** Intrinsic Motivation, Psychological Empowerment, Employee Creativity, Chennai Hotels.

## INTRODUCTION:

Empowerment is about achieving management goals, it means getting the whole team involved in attaining success in the business. According to the researches, empowered employee in the organizations will be more competitive and gain commercial advantages. Additionally it suggest that traditional command and controlled environment disempowers the organisation employees. Empowered organizations will become the norm in the modern era and the traditional disempowered organisation will be driven from business under the weight of competitive pressure, inflexibility and atrophy. Getting employees to participate in the planning process will enable the employees understand the aims of the management, what, why and how well it should be done. The organization's success always depends on the employee performance. So success of the hotels business always depends on employee's

motivation on job. Intrinsic motivation remains an important construct, reflecting the natural human propensity to learn and assimilate<sup>1</sup>.

Among the various factors in this study the two main factors were included such as intrinsic motivation and psychological empowerment which had relationship on employee creativity. Research shows that such creativity practices develops the positive approach in the hotels and eliminates the uncertainty the employees face during their work performance in their organizations. Research correcting these flaws suggests that rewards for novel performance increase intrinsic motivation and creativity. Creative motivational orientation, enhanced by rewards, strongly affects innovative performance<sup>2</sup>.

These reasons have risen to the development of this research in the hospitality industry. To the best of our knowledge, there are no related study which consists of these variables, namely intrinsic motivation, psychological empowerment and employee creativity. Various experimental researches about hotels in the hospitality industry were conducted around the world. The organizations have faced challenges in the retention of service employees and the competitive service quality so these were the main focal point. Consequently to investigate and understand these factors affecting the employee creativity in hospitality industry was the core intention of conducting this study.

## **Review of Literature:**

**Intrinsic Motivation:** It is defined as performing an action or behavior because you enjoy the activity itself, the inspiration for acting on intrinsic motivation can be found in the action itself. Regarding to these definitions it could be inferred that intrinsic motivation creates a felt obligation by the employee even when the support from the organization is minimal. Numerous studies proved that hospitality employee, supported by their organisation are motivated intrinsically. Through planning, maintenance and optimization, valuation of human resources and the necessary organizational supports, the bed for creation among the staff can be created since the presence of the creativity among the staff is to achieve the organization aspirations.

In addition, support for the buffering role of intrinsic motivation was found, as mastery-approach goals were unrelated to turnover intention when intrinsic motivation was high.<sup>3</sup> So the organization emphasis on the employees motivation. The outcome of a motivated employee brings about an expanding organization.

When the empowerment and recognition of employees in an organization is increased, their motivation to work will amplify. Also there exists a positive relationship between employee motivation and organizational effectiveness.<sup>4</sup>

## **PSYCHOLOGICAL EMPOWERMENT**

Empowerment heightens employees' sense of personal control and motivates them to engage in work, which in turn results in positive managerial and organizational outcomes<sup>5</sup> Psychological empowerment is defined as “intrinsic task motivation reflecting a sense of self-control in relation to one’s work and an active involvement with one’s work role”<sup>6</sup>

Our theory is grounded in the notion that, when used jointly, these organizational resources maximize each of the three underlying psychological conditions necessary for full engagement; namely, psychological meaningfulness, safety, and availability.<sup>7</sup>

The management is more concerned with the level of their employee’s psychological empowerment. When the management values their employees which results in benefits for the individual employees then they are psychologically empowered. The employee receives respect, pay and promotion from the organization to improve in accomplishing their creative job. It is also stated that, the organizational rewards the extrinsic motivated employees with favorable gestures such as pay, promotions, job enrichment so these influences over the organizational policies. In the result of the employee are empowered and was strongly associated with overall performance. Thus it is understood that the well being of the employees and the growth of the organizations are a two sided coin.<sup>8</sup>

## **EMPLOYEE CREATIVITY**

Employees are always the actual asset for the hospitality industry, in the competitive market an effective employee source always considered a key element for the successfulness of the business organization. The intellectual capacity of the employees helps the concern in reducing the cost of expenditures, new product developments, generating new ideas into the concern practice and procedures<sup>9</sup>.

An increased interest from the early 80's employee creativity has been visualized in diverse sectors within group processes, organizational design, management, task performance as creativity can highlight improvements in employee skills.

Employee creativity differs from one organizational structure to the other. Individual, team characteristics, work design and organizational support also plays a very important role in creativity among the employees. Recently researches have discussed creativity from intrinsic motivational and employee empowerment and the construct was prepared by examining the factors that led to employee creativity. In a service firms like hospitality industry where the frontline employees directly engaged to service the guest should be a creative person to impress the guest and increase the hotel turnover.

The job complexity and a good relationship among the supervisor and the employees enhance the creativity among the employees which in turn have a positive impact on the concerns new ideas and improve their performances.<sup>10</sup> Researchers have explored the outcomes associated with psychologically empowered and intrinsically motivated workforce. Therefore, it is vital to improve a complete understanding the nature of employee creativity. The modern use of the technology could not affect the workforce of the industry it must be considered as an added value into the industry in the improvement of the skills and creativity development of the employees as these modern equipment could not compensate a human skill, knowledge and the creativity of the employees.<sup>11</sup>

## **THE RESEARCH MODEL:**

As stated, variables and their relationship are presented in the Figure 1. In this model, Intrinsic motivation and psychological empowerment are the independent variables and the employee creativity is the dependent variable. The model also proposes that the employee creativity increases the effects of intrinsic motivation and psychological empowerment.

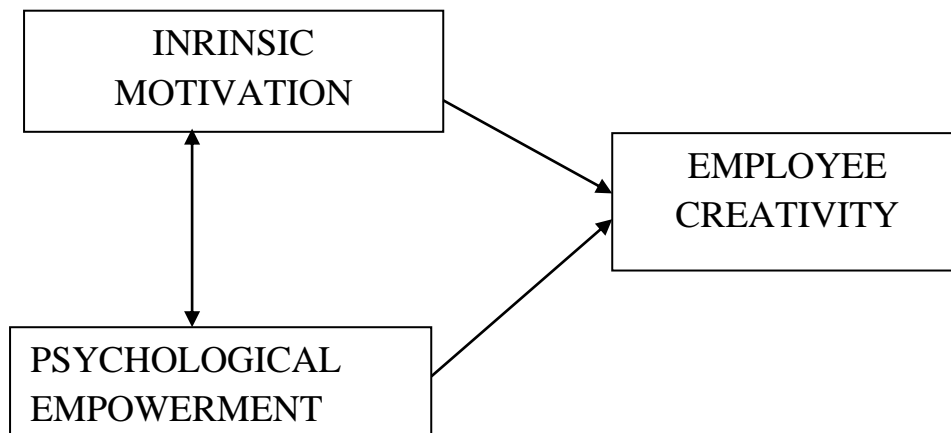


Figure:1. The Model

## **HYPOTHESES:**

To highlight the discussion these hypotheses were proposed:

H1: Intrinsic motivation has a positive and direct association with Psychological empowerment

H2: Psychological empowerment has a positive influence on employee creativity

H3: Intrinsic motivation will be positively associated with Employee creativity

## **OBJECTIVES OF THE STUDY:**

- (1) To study the employee's point of intrinsic motivation and psychological empowerment
- (2) To assess the correlation between Intrinsic motivation and psychological empowerment and its impact on employee creativity.

## **RESEARCH METHODOLOGY:**

### **Method of Data Collection and Sample**

Chennai is the prevalent city in Tamil Nadu, so hotels which are located in the heart of the city were focused. In a recent study, it is discussed about the theoretical inferences for

incorporating the boundary width and network configuration, as well as the practical advantages for giving numerous accurate guidance to the hospitality employees on how to use networks to progress their performance in their department. So this study targeted the employees in these hotels as their work pattern was continuous during the weekends. Data were collected from February 2017 to April 2017. Among the six hotels 250 employees were randomly selected and used for the study. Questionnaires were distributed to the 6 Hotels in their respective major departments ie the supervisor, manager and the executive. Two hundred and thirty two questionnaires were valuable, among them male respondents were 73.3% and the female respondents were 26.7%. A 95 percent response was achieved because the data were collected in conjunction with the industrial exposure training.

### **Measurements**

In the questionnaire the scale was taken from Eisenberger study.<sup>12</sup> Intrinsic motivation has items such as take pleasure in performing new tasks and the creative work is very stimulating these items were all reworded and used in this study. Psychological Empowerment was discussed as skills and abilities to be creative and authority to work creatively from which this scale was developed. It measures the creativity among the employees if they have effectively accomplished their duties and responsibilities. The work they do is very important to them and they are confident about their ability to do their job. All the questions in questionnaire were measured with a five point Likert scale.

## **DATA ANALYSIS & RESULTS:**

### **Test of the Scales**

To analyze the data SPSS 20 and AMOS 20 was used. To distinguish the respondents demographic information Descriptive statistics were also used, the male respondents were 73.3% and the female respondents were 26.7%. In the statistical findings, for the scale reliability Cronbach's alpha value was tested with 56 items which was 0.920. So the calculation was further developed as the internal consistency was above the acceptable threshold. The Questionnaire was tested for reliability and validity in SPSS, and in AMOS. To strengthen and validate each item in the variable CFA was tested. A structural model (Figure 1) is also examined with respect applicable theory. Based on Leda Vassalou, it's found that the most reported fit indices are the CF1, GF1 and AGF1<sup>13</sup>. Stated that the model

chi-square is important, and that this statistics, with its degree of freedom and associated  $\rho$  – value, should at all times be reported.<sup>14</sup>

The data analysis was conducted through Structural Equation Modeling (SEM). Hypothetical model was analysed through AMOS20 and model produced fit according to the statistical fit indices (Figure 2). Confirmatory factory analysis (CFA) was engaged to test the convergent strength of each construct. CFA was completed (Figure 3) with all the latent variables with the complete sample in the study. The results from the AMOS estimates were used to test the Convergent and Discriminant validity. Standardized regression weights are the factors loadings, and these were to verify the convergent validity. All loadings in Table 1 are important as necessary for convergent strength (more than 0.7) According to Osman the average variance that is extracted among the various items should be more than 0.5 and if the factor loadings are higher than 0.5, then it is significant.<sup>15</sup>

**Figure : 2 SEM Model with Paths**

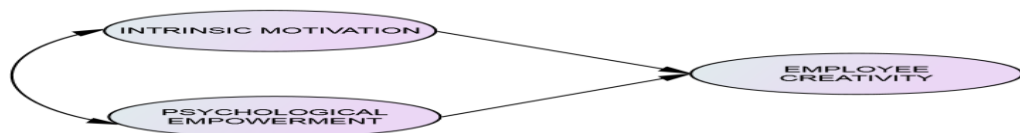
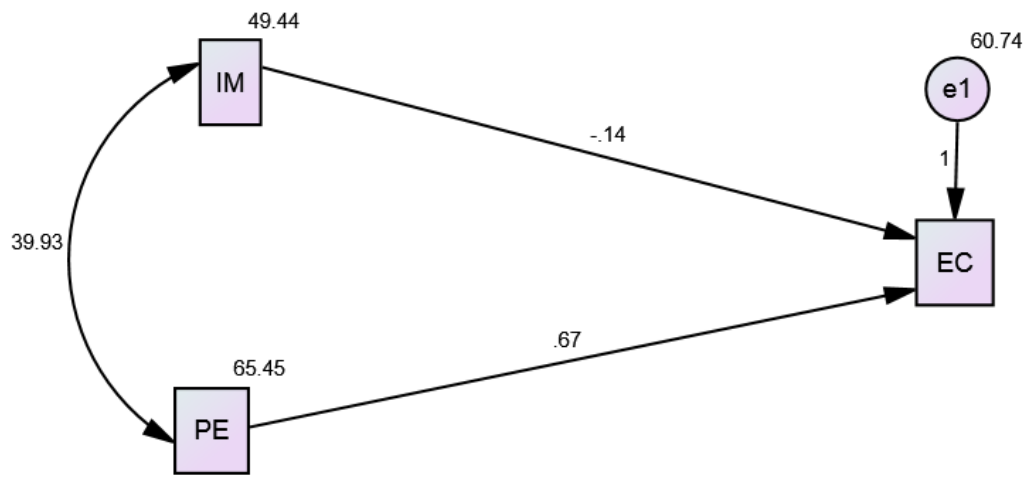
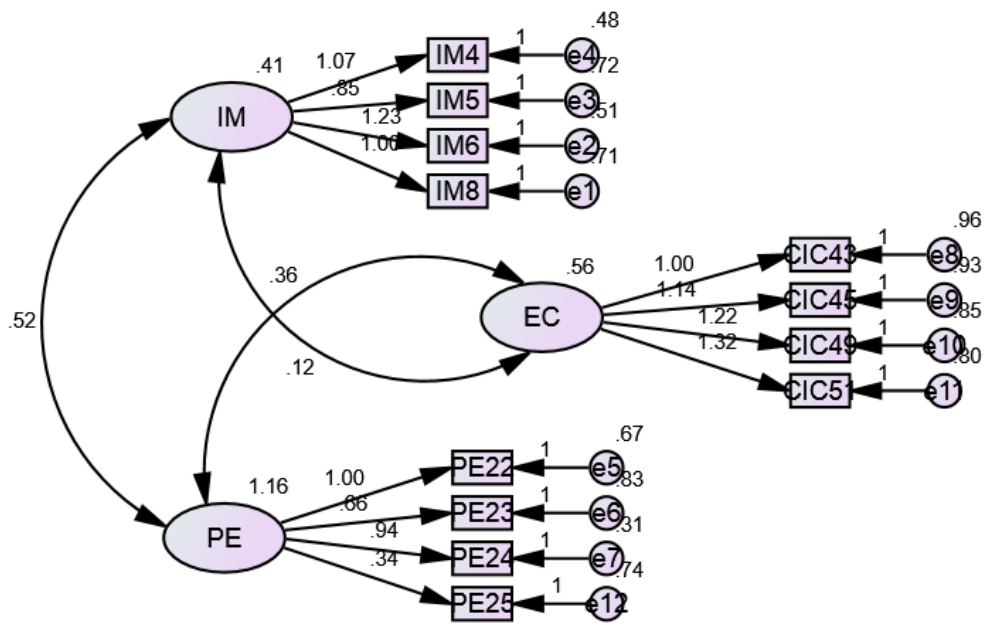




Figure:3



**Figure: 4 CFA Model**



**Table 1 Standardized Regression Weights:**

<b>Paths</b>	<b>Estimates</b>
STIMULATING<---Intrinsic Motivation	.703
INTERESTED<---Intrinsic Motivation	.539
INSPIRED <---Intrinsic Motivation	.740
FACE CHALLENGES<---Intrinsic Motivation	.606
KEEN_PERFORMING<---Psychological Empowerment	.795
PASSIONATE_CREATIVE<---Psychological Empowerment	.619
INFLUENCES_DECISION<---Psychological Empowerment	.876
NEW IDEAS<---Employee Creativity	.606
INCREASE QUALITY<---Employee Creativity	.662
BETTER OPPORTUNITIES <---Employee Creativity	.702
PROMOTES INDIVIDUALITY <---Employee Creativity	.740

By using the sum of factor loadings Construct validity is done. It was further completed by using squared for each construct, and the sum of the error variance in terms for a variable. The variance is also defined as delta. The value of more than 0.7 suggests that the construct validity is high-quality. High construct consistency indicates that internal reliability exists. The results of this construct reliability are tabulated in the table 1. It is understood that the measures are constantly representing some factor.

**Table 2 Covariances:**

<b>Path</b>	<b>Estimates</b>	<b>SE</b>	<b>CR</b>	<b>P value</b>
PE<--> EC	.357	.079	4.521	0.000**
IM<--> EC	.122	.045	2.733	0.006**
IM<--> PE	.518	.085	6.079	0.000**

The covariances between the three variables are estimated and tabulated in the Table 2. The correlation between the variables are also estimated. These estimates are called standardized covariances. These measures are used for calculating the discriminant validity. Hence, the HBAT construct CFA model expresses discriminant validity.

**Table 3. Correlations:**

<b>Path</b>	<b>Estimates</b>
PE<-->EC	0.443
IM<-->EC	0.255
IM<-->PE	0.752

The Table 3, exhibits that the employees demonstrate significant positive correlations between employee creativity and intrinsic motivation. This outcome goes parallel with the end result <sup>16</sup>. Hence, H1 and H2 are customary in the path between intrinsic motivation and psychological empowerment, as the key value is less than <0.05, there exists a strong correlation between intrinsic motivation and psychological empowerment therefore H3 is accepted in the path of relationship between intrinsic motivation and psychological empowerment as the  $\rho$ -value is greater than 0.05 there exist a slight correlation between the variables. The present study's obtained results are similar to the previous study found that perceived organizational support has an effect on the employees in the chain hotel.<sup>17</sup> The findings of the study are also similar to the results of Haraciewicz suggested that setting a performance standards may reduce interest by creating evaluation apprehension.<sup>18</sup> Hence we should not assume that being rewarded for meeting a employer standard will automatically produce better working environment.

Author Deci finding is consistent with this study who said that the employees experiencing high determination or more satisfied with their jobs.<sup>19</sup> The present data indicates that intrinsic motivation is related to the employees are stimulating, inspired, interesting and overcome challenges in creativity. The study conducted by George & Brief stated that the opportunity to carry out job activity is once own way to encourage the exploration of the skills and talents.<sup>20</sup> The data specifies a favorable robust for this study's hypothesized model. The direct model of this study exhibits a comparative fit index (CFI) values. The outcome of the model indicates a constructive fit of the model. Results are presented Table 4

**Table 4 .SEM Model Fit Summary**

Fit Index	Acceptable Threshold Levels	Goodness of fit
Chi-square $\chi^2$	if Chi-square is 0 perfect model(Ulker Colakoglu 2010 )	0
GFI	Values greater than 0.95	1
<b>Incremental Fit Indices</b>		
CFI	Values greater than 0.95( Manimalar & Sudha 2016)	1
AGFI	Values greater than 0.95	1

The Table 4 illustrates the results of the SEM model. The model fit summary is tabulated that illustrates that the chi square is significant (Relative  $\chi^2(\chi^2/df)$ .369, p-value>0.05), all the comparative fit indexes –, CFI, GFI, AGFI, that are greater than the threshold levels of 0.90, prove that the model is fit. Hence, the model shows an overall acceptable fit. The fit model shows that the alternative hypothesis is not accepted which proves that there is a very low positive association between intrinsic motivation and employee creativity among hospitality employees and prevails strong correlation between intrinsic motivation and psychological empowerment. To understand the degree of connection between the dependent and independent variables the regression coefficients of the SEM model are analyzed along with the path relationship.

## **DISCUSSION :**

This study's data specify that the analysis exhibits the fine degree of validity. The reliability in this study show the sign of high value. Therefore, these results can be used to infer the reason for employee creativity the employee have to be intrinsically motivated and psychologically empowered. In this study the psychological empowerment has a significant effort on employee creativity. Similar study by West, M. A., & Farr, J. L. (1990)<sup>23</sup> stated that creativity is a valuable necessity for the economic and the organisation growth. Additionally author Roger L. Firestien(1990)<sup>24</sup> expressed that an employer's core values such as the efficiency, his creative ideas in promoting the business, effective competition in business act as main inducing powers in the enhancing of the employees work culture. This study made

significant aid to the development of the employee's creativity. This study provides an insight to the employer about the employees motivation and psychological empowerment. For maintaining a competitive advantage the top level management in the hotel industry must pay more attention to this study's results to improve and develop the employee's creativity.

## **IMPLICATIONS**

The results have strong implications for supervisor and managers as it would allow them to develop ideal human resources policies based on their employee's expectation in regard to their promotion and salary. The employees should develop their competence and self determination to perform creatively in their daily operation in their respective areas. This study provides an apprehending about the tactical benefits by relating practices into the circumstance for developing countries. Thus, if the hospitality employees are aware of the organizations procedure, they will make more favorable behavior towards creativity. The hotel management employees should pay more attention to develop a supporting situations to the lower level employee to increase the overall motivation and empower their employees psychologically.

Therefore it is recommended that the hospitality human resources team should amend and modify the human resources practices to suit the different level employees. Subsequently the hotel guest can enjoy the positive oriented services from the respective hoteliers.

## **LIMITATIONS AND SCOPE**

In this study there are some limitations, the data may enable conclusion about generalized relationship among variables. On the contrary, others factors like creative process engagement, life satisfaction, work life balance may be incorporated in the model as a moderator. In future studies, the scholars can choose from various industries. Hence this study provides an insight into the employee's creativity and employer's expectation concerning intrinsic motivation and psychological empowerment.

Conflict of Interest : Nil

Source of funding : Self

Ethical Clearance : NA

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