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Article in *Indian Journal of Public Health Research and Development* · July 2017

DOI: 10.5958/0976-5506.2017.00168.1

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**The Yellow Lure: A Cohort Study on Employee Perception on Creativity in Hospitality
Sector**

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ABSTRACT

Objectives: This study has taken an effort to examine the employees intrinsic motivation, psychological empowerment and creativity among the hotel employees in Chennai. This study also proposed to assess the correlation between intrinsic motivation and psychological empowerment and its impact on the employee creativity among the hospitality employees.

Methods/Statistical Analysis: A total of 250 questionnaires were distributed randomly but only 232 were absolute and used for this cohort. This study was conducted out from October 2016 to January 2017 in the particular hotels in Chennai. The SPSS 21 version AMOSS were used to analyse data. Two independent variables (Intrinsic motivation and Psychological Empowerment) were engaged with Employee Creativity as the dependent variable.

Findings: In the statistical findings, the scale reliability Cronbach's alpha value was 0.947. One way anova and correlation was done to know about the relationship among the variables.

Applications/ Improvements: In the study, the data were used to infer the variables that effect on the employee creativity. The hotel need to pay more weightage in supporting the employees in the creativity processes in the department. The employees need to take more interest in the active participation during the creativity programme which need to be induced in their daily operational process.

Key Words: Employees Perception, Intrinsic Motivation, Psychological Empowerment, Employee Creativity.

INTRODUCTION:

In the field of human resources, one of the major issues which is predominant is that employees are working under pressure in all sectors. The Indian hospitality industry faces high rate of attrition where more employees are psychologically disturbed or they quit the job. This situation brings in the perennial problems to the industry. When the employees leave their jobs the employees turnover increases, subsequently the replacement for that vacancy is never completed. The causes of psychological pressure, health hazards and intentions to quit are the reasons to undertake employees problem. This study has incorporated employee creativity, which helps to overcome the work pressure in hospitality industry.

The term employee is undefined in a particular bound as it varies upon the view of employee himself, employer, and law¹. The food and beverage department of the hotel industry runs manually and it has more requirements for employees hereby the hotel industry acts as major provision of employment opportunities. India's hospitality sector was awarded to be the second largest employer in the world employing more than 500 thousands of employees by 2019². Every 2.5 seconds a new job opportunity is opened up online finding for a new employee. Beside there is an incursion of new jobs it also bears a higher than average of unemployment rate.³

Every personal attribute of the employee reflects in the service provided to the guests. He has to tackle tough situations between the management and guest. Thus the stress full job nature, low wages and improper work-life balance raises the attrition among the employees which results in a high employee turnover percentage.⁴ This proportionally affects the productivity standard of the hotel, leading to a unsatisfied guest service which brings an adverse effect on hotel's reputation.

The study includes the factors of motivation among the employees in the hospitality industry to overcome the tough situations. Among the motivational factors, the intrinsic motivation and the psychological empowerment variables were selected to overcome the issues in hospitality industry. The need of the study aroused to measures the relationship between the intrinsic motivation and psychological empowerment and discussed that the employees are significantly creative in job when associated with intrinsic motivation and psychological empowerment. Promotion of these qualities among the employees reduces the turnover and makes the employees whole heartedly satisfied in their job.⁵

REVIEW OF LITERATURE.

INTRINSIC MOTIVATION

The employees are the main asset for the hospitality industry where the frontline employees are in direct contact with the consumers than the higher level of management. It is natural as they have their own individuality upon the personal attributes of the employees.⁶

Hospitality employers expect skilful and creative employees and this expectation varies according to the categorization of the hotel⁷. Motivation are of two types which consist of extrinsic motivation and intrinsic motivation. An extrinsic motivation is a tangible reward, whereas the intrinsic motivation is a phenomenal way of improving a sense of satisfaction, responsibility and involvement⁸. The Front desk staffs waits till his regular guest check out not considering his shift time show the intrinsic motivation in him servicing the guest than a monetary expectation from the employer⁹. Employees with elevated emotional intelligence is intrinsic motivated and more positively respond to a high perceived organizational support.¹⁰ In the hotel industry the employees need to feel that the support given by the organization enhances the motivation level of employees and helps them to perform better.

PSYCHOLOGICAL EMPOWERMENT:

The psychological empowerment, affects or arise in the mind related to the mental and emotional state of a person. Any normal individual has a percentage of empowerment inbuilt in them and to enable them to perform meticulously in the working environment. The researchers have used the word "empowerment" both to refer to the act of empowering¹¹ and to describe the internal mental process of the individual being empowered¹². It is also described as the study of the mind and the thought, feeling, and behaviour.

Recently research has equated psychological empowerment with intrinsic task motivation¹³. This study correlates between Intrinsic Motivation and Psychological Empowerment. They were analysed so as to find the impact on the employee creativity. Empowering employees increases the responsibility and coordination among employees resulting in job satisfaction and employee performance¹⁴.

EMPLOYEE CREATIVITY:

Creativity is the tendency to generate or recognize ideas, alternatives, or possibilities that may be useful in solving problems, communicating with others, and entertaining

ourselves and others. Employee Creativity is a mental characteristic that allows a person to think out of the box, which results in innovative or different approaches to a particular task.

In the hospitality Industry to attract the attention of the guest, to increase the number of sales in the Food and Beverage department, to exhibit creativity and personal touch in the elite restaurant has proved that the employees are highly empowered and they are intrinsically motivated. Creativity is an outcome of employee intelligence and satisfaction it is in-depth thinking important for a long time survival of the organization. Creativity is an ongoing process that makes the organization to be innovative and existing.¹⁵

But in certain organizations the percentage of stress and the percentage of pressure is on the higher side which may not allow the employees to perform their task in a satisfactory level in the eye of the above superiors. This article has included the employee creativity to act as an enhancer to add a positive value to the employees intrinsic motivation and the employee to be psychologically empowered.

Besides the rewards the intrinsic motivation enhances the creativity, no rewards can motivate an employee's involvement and creativity in doing his job.¹⁶ Employees intrinsically motivated are contributory creativity employees who have an excitement and interest towards their task.¹⁷

RESEARCH MODEL

This article's variables and their relationship are presented in the Figure 1. In this model, the intrinsic motivation and psychological empowerment are the independent variables and the employee creativity is the dependent variable. This model was based on Teresa M Amabile 1996 on model of creativity and innovations in organisations.

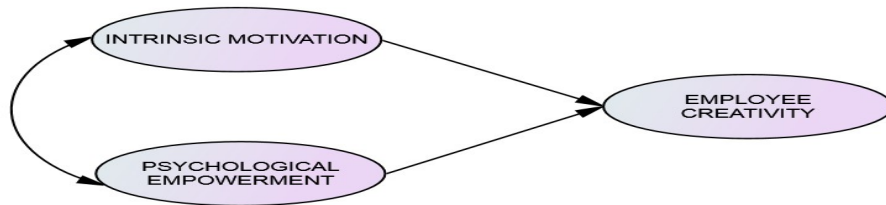


Figure 1. The Research Model

OBJECTIVES OF THE STUDY:

1. To analyze the hotelier's level of intrinsic motivation and psychological empowerment.
2. To assess the association between intrinsic motivation and psychological empowerment and its effects on employee creativity.
3. To examine the significant difference with opion among employees' age with respect to creative inspiration.
- 4.To analyse the significant mean difference between gender and pleasure in new task.

HYPOTHESIS:

In enlighten of this article the following hypotheses are proposed:

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

H₂: Intrinsic motivation and Psychological Empowerment have a positive influence on employee creativity.

H₃: There is a significant mean difference among employees age with respect to creative inspiration.

H₄: There is significant mean difference among male and female employees with respect to pleasure in new task.

RESEARCH METHODOLOGY:

Data Collection and Sampling

The data was collected from Chennai hospitality industry. The employees have to deliver a qualitative and quantitative total service approach to the customers in the hotels.

So this study aimed at the employees in the selected hotels in Chennai Tamil Nadu. Data were collected from November 2016 to January 2017. A questionnaire was prepared and randomly distributed to the four major departments in the respective hotel's employee who volunteered themselves to participate. Questionnaires were distributed to the 3 Hotels respectively. Two hundred and thirty two questionnaires was valid.. The Employees were asked to respond in the following criteria.

- Degree of Intrinsic Motivation: Questions were asked about Inspired, Promotion, Creativity.
- Levels of Psychological Empowerment: Questions were addressed to the respondents with regard to meaning, competence and Impact of creativity.
- Assessment of Employee Creativity: The respondents were addressed with how creative they are in their respective departments.

The SPSS21 was used to analyse the collected data from the hospitality employees working in the four major departments. The collected valuable data was incorporated in the SPSS 21. The data was analysed in the Cronbach Alpha for Reliability, the tested data of 51 items resulted as .947, as it is above the accepted level and the data are internally consistent further test were conducted. Among the respondents, the male respondents were 73.3% and the female respondents were 26.7%. To find the differences among the employee's age with employee's creative Inspiration the association between the variables was conducted by

using Pearson Correlation. To comprehend the employee's demographic information, descriptive statistics was employed.

RESULT AND DISCUSSION

In the Table 1 the Cronbach alpha was used to analyse the employees response and this confirms the reliability of the items.

Table 1

Reliability Statistics	
Cronbach's Alpha	Number of Items
0.947	51

Table 2

ANOVA between age and Creative Inspiration

	Sum of Square	df	Means Square	f	Sig
Between Groups	22.984	3	7.661	7.271	.000
Within Groups	240.240	228	1.054		
Total	263.224	231			

In the above Table 2 one way Anova was conducted among the creative Inspiration and the age of the hotel employees. The significant p value exhibits that there is a difference in the age. The alpha value is lesser than 0.05 for the age which is a very substantial difference. ($F(3,228)=7.3p=0.001.$)

Table 3

Group Statistics between Gender and Pleasure in New Task

Gender	N	Mean	Std.Deviation	Std.Error Mean
Male	170	1.45	.499	.038
Female	62	1.26	.441	.056

In the Table 3 the descriptive statistics was analysed and results are to highlight the pleasure in new task on the gender. Here the male employees mean value is 1.45 which is higher than the female employees mean value.

Table 4 Independent Samples Test between Pleasure in New Task

Levene's Test							
		Levene's Test for Equality of Variances		T – Test for equality of Means			
		F	Sig	t	Df	Sig(2-tailed)	Mean Difference
Pleasure in New Task	Equal Variance Assumed	39.936	.000	2.632	230	.009	.189
	Equal Variances not Assumed			2.786			

Table 4. Exhibits the independent samples *t*-test conducted whether there is any difference between the mean of pleasure in new task of male and female groups. The significant value for the Levene's test *p* is .000, that states the variances of the pleasure in new task in these two groups are not equal as the α value is .009.

Table 5 Descriptive Statistics Pearson Correlations for Intrinsic Motivation, Psychological Empowerment & Employee Creativity.

	Mean	Standard Deviation	N
Intrinsic Motivation	39.0690	7.04681	232
Psychological Empowerment	36.1209	8.10767	232

Employee Creativity	33.8448	9.15816	232
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The result shown in the table 5 is that the bivariate Correlations among the Intrinsic Motivation, Psychological Empowerment and Employee Creativity. The mean value of in Intrinsic Motivation 39.0690 is higher than the other two variables Psychological Empowerment and Employee Creativity.

Table 6 Correlations between Variables Intrinsic Motivation, Psychological & Employee Creativity

		Intrinsic Motivation	Psychological Empowerment	Employee Creativity
Intrinsic Motivation	Pearson Correlation	1	.702**	.307**
	Sig.(2 – tailed)		.000	.000
Psychological Empowerment	Pearson Correlation	.702**	1	.516**
	Sig.(2 – tailed)	.000		.000
Employee Creativity	Pearson Correlation	.307**	.516**	1
	Sig.(2 – tailed)	.000	.000	

**Denotes significant at the 1% level.

The Table 6 shows that there is a linear positive Correlation between Intrinsic Motivation and Psychological empowerment among the employees. The Correlation Co-efficient is .702 and it is statistically significant as the *p value* is lesser than 0.05. Employee Creativity and Psychological Empowerment are positively correlated and the Correlation Co-efficient is .516 and its statistically significant($p < .05$). There is a positive Correlation between Intrinsic Motivation and Employee Creativity and the correlation co-efficient is .307 and it is statistically significant($p < 0.05$). Intrinsic Motivation is positively correlated with Psychological Empowerment at ($r = 0.702, p < 0.05$) and with the Employee Creativity at ($r = 0.307, p < 0.05$). Psychological Empowerment is positively correlated with Employee Creativity at ($r = 0.516, p < 0.05$). This result exhibits that all variables used to measure Creativity Enhancer level on employees are associated and the correlation is significant at 0.01 level. Hence the null hypothesis is rejected and the alternative hypothesis H_1 and H_2 is accepted.

DISCUSSION

The constructs in the model (intrinsic motivation and psychological empowerment) are concluded to be significant and impact employee creativity. The psychological empowerment is a critical factor (0.710) in determining the employee creativity. It is understood by the

majority of the employees that, for the creativity in the hospitality sector , the organisational goal plays a vital role for creativity which can be achieved by supporting the employees in providing them with extra time, suitable shift, valid information and proper implementation. India is a hub for various tourist destinations in and around the world. India has well established hotels, the facilities are updated by improving its standards to the international level.

CONCLUSION

This article concludes that the hotel employees are enhanced by the employee creativity. The result of the analysis exhibits that there is an association between the intrinsic motivation, psychological empowerment and employee creativity. This study reveals that there is a difference between the male and female employees with regard to creativity. The employees are highly inspired by the creativity in the hotel sector and the analysis show that there is a difference with the mean value among the various employee's age and creative inspiration. Further more this article could be developed in future with the employee creativity scale with other human resources segments related to employees. The findings of that article provides managerial implications to the hospitality industry that interacts with guest with various demands. To strengthen this study the identifying factors have significant effect on psychological empowerment will also be helpful is expanding the model of this study. The study further should focus on the employee turnover, employees creativity and employee retention.

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