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Abstract

The aim of this research is to identify the impact of personal and job factors on the innovative work behavior of hospitality industry employees. Data was collected through primary source via distribution of survey questionnaires. Employees of Hospitality (hotel) industry were taken as respondents to carry out this study. Data was analyzed through SPSS. Regression analysis was done in order to check whether the hypotheses are accepted or being rejected. Findings showed that there is a positive & significant relationship between Job and Personal Factors of employees (employee creativity, self-leadership, participative decision-making) and Innovative work behavior. This study will contribute to everybody related to it. It will help in developing innovative minds through which employees, organizations and economy all prosper and get better.

Keywords: Innovative Work Behavior, Self-leadership, Participative Decision Making, Employee Creativity

1. Introduction

The main goal of this study is to determine how employee creativity, self-leadership and participative decision-making relate to innovative work behavior in the hospitality industry. Innovation is crucial to gaining a competitive edge, sustaining success, increasing productivity, and ultimately achieving organizational success. Innovative workplace practices are the foundation for gaining a competitive edge and achieving long-term success for firms.

Hotel and tourist sectors are among the industries with the fastest growth rates. Pakistan has started to invest sporadically in innovation. To get the best results, the hospitality business needs innovative work practices. Researchers have noted that practically every job requires some degree of innovation. Organizations value innovation and creativity because these traits can help them become more effective, developing, and competing on a global scale.

Innovative work behavior (IWB) is defined as the creation, adoption, and implementation of novel ideas for goods, services, and working practices by employees. According to Farrukh et al., (2022) innovation involves developing original ideas, gaining support for those ideas, and then planning, testing, and putting those ideas into practice. IWB encompasses all actions taken at the individual level to produce, present, and implement fresh ideas for the benefit of the organization (Grošelj et al., 2020). Outcomes of innovation activities are defined as innovative output (IO) such as new products and services, new ideas for currently offered services, and so on. The innovative output of the company is influenced by both the individual employee and the organizational culture and creativity is a key driver of organizational innovation and competitive advantage. Employee creativity (EC) is the capacity of employees to produce novel, innovative ideas that may result in new goods, services, production techniques, or work procedures. Workers recognize potential service, product, or environmental problems and turn them into service possibilities. Therefore, over time, an advantage in the marketplace can be gained by using employees' creative abilities to build "service distinction". Self-leadership (SL) is a method that enables people to improve their level of self-motivation and self-direction. A good and important employee trait for being creative and introducing innovation to the company is self-leadership. The degree to which an employer encourages its employees to share or participate in organizational decision-making is known as Participative decision-making (PDM). Giving team members more authority and responsibility in an effort to maximize performance. This promotes job satisfaction, which in turn inspires employees to contribute to the organization's wide and diverse objectives and mission. Innovation is therefore a solid basis for gaining a competitive edge and achieving long-term success for firms. To survive and stay competitive in the face of competition is a worry for every hotel in the nation.

2. Literature Review

Employee creativity is described as the original thinking of one individual employed by a business. AlMazrouei et al., (2022) define innovation as the application of the results of such intellectual effort, whereas they define creativity as an intellectual activity. To obtain new knowledge, integrate resources, and develop unique tactics to satisfy unmet market demands, creativity and innovation require enthusiasm and a creative mind. According to Volery & Tarabashkina, (2021), in addition to organizational variables, human qualities like creativity may also have an impact on promoting IWB. Therefore, employee creativity indicates the capacity to generate original, unexpected, or distinctive ideas as opposed to routine or traditional ones. According to Sternberg, (2018) theories of creativity acknowledge the need for originality for innovation. Therefore, we may conclude that innovative work behavior and employee creativity are positively related and have a considerable impact on one another. Thus, the following hypothesis is expected:

H1: Employee creativity is positively related to innovative work behavior.

According to Ibus et al., (2020), self-leaders encourage positive behaviors and restrain bad ones that interfere with getting the job done. While people without self-leadership may face self-destruction and never realize their full potential, leaders who practice self-leadership can succeed over the long run. In earlier studies, self-leadership has additionally shown to improve innovative work behavior. Leadership from inside has a direct impact on IWB. This suggests that academics who exhibit self-leadership are self-directed and motivated to complete tasks, which in turn inspires them to be creative and ultimately achieve their objectives. According to Asurakkody & Kim, (2020), people who employ self-leadership skills as a set of tactics to generate innovative work behaviors are more likely to innovate on an individual basis. According to Ibus & Ismail, (2018), people who have self-leadership are extremely self-directed and driven to be more creative in how they handle difficulties at work.

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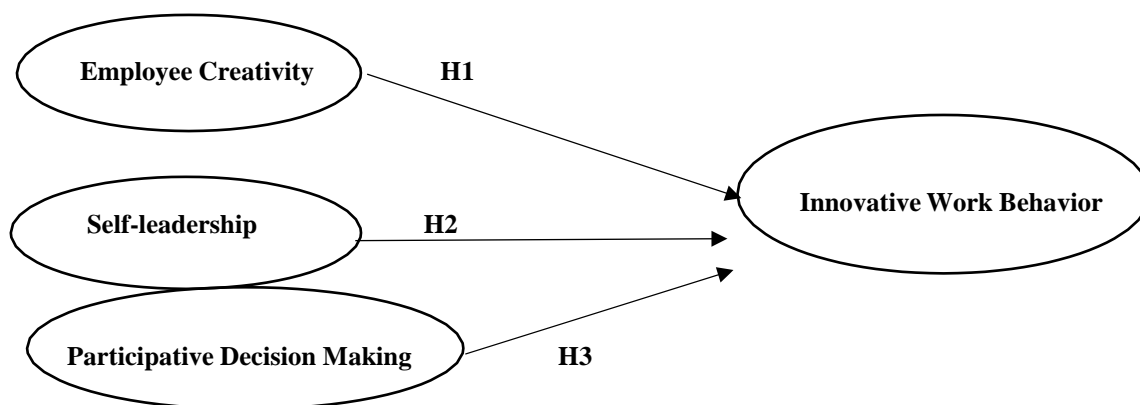
According to the results of the earlier studies, self-leadership is a significant factor in how people behave at work. Self-leaders are more likely to be innovative in their work environments. Thus, we can now affirm that innovative work behavior and self-leadership are positively correlated and have a considerable impact on one another. Consequently, it is projected that

H2: Self-leadership is positively related to innovative work behavior.

Participative decision-making (PDM) gives people the opportunity to use their talents for the organization's aims in a cutthroat market. It has to do with how leaders value the opinions of their team members and incorporate them into decision-making. According to AlMazrouei et al., (2022), PDM promotes an open environment for encouraging innovative work behavior when people demonstrate PDM capabilities. Open dialogue generates fresh ideas and inspires employees to adopt new perspectives. The ability for employees to "voluntarily convey recommendations, concerns, information about difficulties, or work-related opinions to someone in a higher organizational position" may therefore be regarded as a sort of upward communication. In contrast to the more traditional individualistic or autocratic methods utilized by organizational senior executive leadership, PDM is defined as the extent to which major decisions relating to a company's strategic and operational decision-making are undertaken via consensus. When employees are involved in developing answers to workplace problems, it may be easier for them to comprehend how to put those solutions into practice. As participative decision making encourages employees to communicate suggestions, voluntarily give work related solutions and information, information about problems they start thinking more creatively, they think of more unique, creative and innovative solutions and suggestions and that is how the employees create innovative work behaviors. So, we can now say that participative decision making and innovative work behavior are related positively with each other. Thus, the following hypothesis is predicted:

H3: Participative decision making is positively related to innovative work behavior.

Maqbool et al., (2019) revealed that the antecedents of innovative work behavior at the person level are a less-examined topic of research. Therefore, when conducting IWB study, researchers should take into account the unique qualities of the employees. A proposal made by Ibus & Ismail, (2018) highlights the need to further analyze the connections between self-leadership, creativity, and innovation. According to Jan et al., (2021), the hospitality sector has been demonstrated to be among the most significant contributors to Pakistan's GDP. According to Noerchoidah et al., (2020), the majority of innovative work behavior research in the hospitality industry has been done in Western nations, but there are currently few studies that concentrate on emerging nations.



3. Research Methodology

This study has used quantitative research design. The data has been collected once to look at the links between variables, so it says that it is a cross sectional study. Data was collected through primary source via distribution of survey questionnaires. The sample was chosen using Non-probability sampling technique. This sampling approach is employed when there is a non-equal probability of choosing any responder. Incidental/grab sampling the other words used for convenience sampling is a type of non-probability sampling strategy where researchers select their sample solely for convenience. Convenience sampling makes data processing and management much simpler. We cannot determine the sample size since the number of populations in general is not accurately known. Convenience sampling was used in this research because to the survey's high quantity of questions and the challenge of receiving responses from each and every person due to busy schedules. The population for this research study consisted of employees working in the hospitality industry, primarily hotels and restaurants, in accordance with the defined research objectives. A structured survey questionnaire was used to collect the data for this research study from a total number of 165 respondents. SPSS was used to analyze the data collected.

4. Results and Discussions

The objective of the research was to inspect the direct relation between employee creativity, self-leadership, participative decision-making and innovative work behavior. The analysis's findings demonstrate a strong relationship between all of the variables. Numerous statistical techniques have been employed to demonstrate the important and positive relationship amid employee creativity, self-leadership, participative decision making and innovative work behavior. We utilized a regression analysis test to examine the direct relationship of employee creativity, self-leadership and participative decision making on innovative work behavior. The significance values known as the P-values for these are 0.000 each correspondingly. The P-values are all positive and significant as they are less than 0.05. In light of the findings, hypotheses H1, H2, and H3 are accepted. The

findings of the study shows that if an employee uses personal and job resources which have been included specifically in this research study such as employee creativity, self-leadership and participative decision making, well it will result in innovative work behaviors of employees which will give the organization a competitive advantage. Employee creativity and self-leadership being the personal resources will increase the innovative work behavior of employees. As well as Participative decision-making being the job resources will also help employees to create innovative work behavior.

4.1. Limitations and Future Indications

The survey was conducted only among hotels and restaurants, future studies may be conducted on a special target population from other industries of the sector. The research can also be done on manufacturing and service firms individually or a comparison can also be created between them in future research. Total three job and personal characteristics of employees (variables) are taken into consideration in this study, in future research other job and personal characteristics can also be taken into consideration as well. This study is conducted on individual employees, in future research can be done on workgroups or teams as well. The current study took self-leadership in general; in future some specific dimensions of self-leadership can be taken.

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