



## Journal of Association of Arab Universities for Tourism and Hospitality (JAAUTH)

journal homepage: <http://jaauth.journals.ekb.eg/>



### Administrative Creativity Within Tourism and Hotel Establishments: Roles of Empowerment and Ambidexterity

Dawlat Ezz Eldeen shoukry<sup>1</sup> Ahmed Ghaith<sup>2</sup> Elshaimaa Nashaat El-Sayed Mortada<sup>3</sup>

<sup>1,3</sup>Tourism Studies Department- Faculty of Tourism and Hotels- Fayoum University

<sup>2</sup>Hotel Studies Department- Faculty of Tourism and Hotels- Fayoum University

#### ARTICLE INFO

#### Abstract

#### Keywords:

Administrative empowerment;  
organizational ambidexterity;  
hotel establishments;  
tourism industry;  
administrative creativity.

**(JAAUTH)**  
**Vol.26, No.1,**  
**(2024),**  
**pp.411 – 435.**

Pushing employees towards bringing out their creative and innovative talents may require that they be intellectually independent and have distinguished work teams, while also providing them with robust opportunities to share their knowledge in various meetings and dialogue sessions between them and their direct supervisor. Therefore, this study seeks to elucidate the nexus between empowerment and creativity among tourism agencies and luxury hotel employees. Besides, this research highlights organizational ambidexterity as mediation effect in this underlying association. Data was gathered from 281 five-star hotel and 360 A-class tourism agency employees in Greater Cairo. Datasets were analyzed using ADANCO-PLS v. 2.4 to investigate differences among hotel and tourism agency employee samples. Multigroup analysis findings confirmed that administrative empowerment dimensions (i.e., information sharing, independence, free action, reinforcement, and work teams) influenced organizational ambidexterity in favor of the hotel employee sample. Likewise, organizational ambidexterity partially mediated between administrative creativity and empowerment dimensions in favor of the hotel employee sample, with the exception of independence, which was in favor of the tourism agency employee sample. This paper provides valuable suggestions to academics and practitioners in the tourism and hospitality sectors.

#### 1. Introduction

In today's dynamic economy, organizational success depends on continuous adaptation and innovation (Shibly *et al.*, 2021). Entrepreneurial practices that foster employee creativity and improvement are crucial for advancement, with human resources playing a central role in organizational growth through their skills and intellectual contributions (Newman *et al.*, 2018; Mahdi *et al.*, 2021). Ensuring job satisfaction, enhancing performance, and creating supportive work environments are essential for motivating employees to achieve strategic objectives (Rafash & Al-Rubaie, 2015).

The growing importance of administrative empowerment reflects a shift from rigid, hierarchical models to flexible, human-centric structures (Grass *et al.*, 2020). This managerial philosophy emphasizes employee collaboration and positions them as critical to

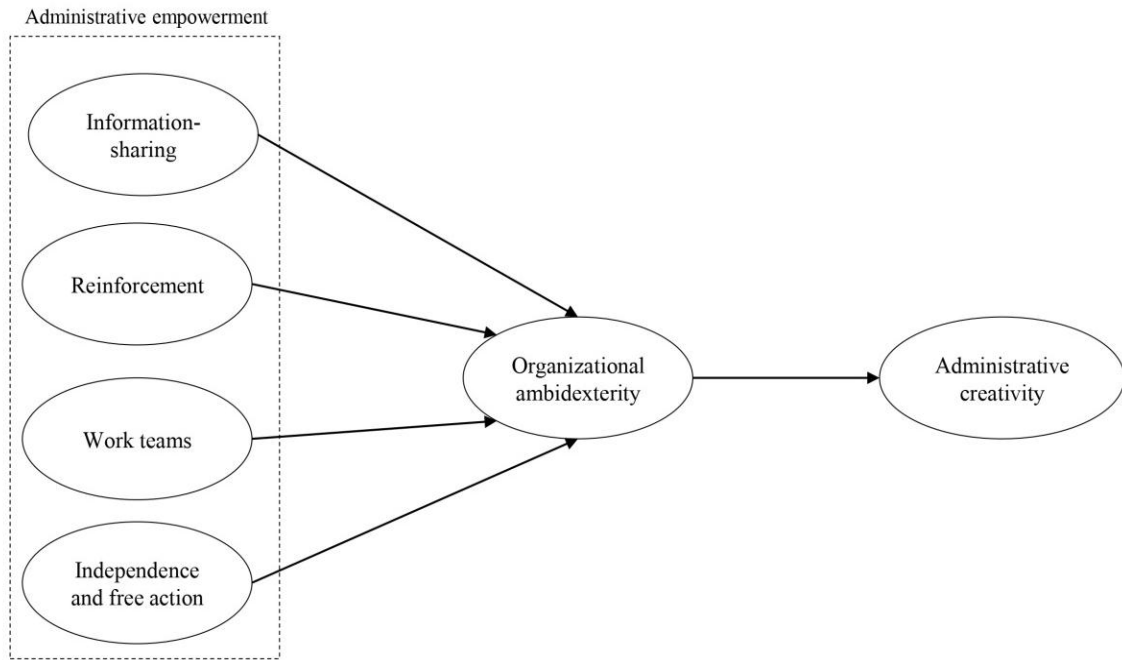
organizational success (Grass et al., 2020; Al-Kaabi, 2016). Empowerment fosters decentralization, participatory decision-making, and effective collaboration between managers and employees to address challenges and implement developmental strategies (Abualoush et al., 2018).

Creativity has become a key driver of organizational competitiveness, particularly in intangible economies where speed, innovation, and adaptability are paramount (Mahdi et al., 2021). Encouraging creative practices not only empowers employees but also ensures differentiation in highly competitive markets (Nasifoglu Elidemir et al., 2020). Organizations that prioritize innovation can better adapt to change, overcome challenges, and achieve excellence, while those that fail to innovate risk obsolescence (Liu, 2023).

Modern organizations increasingly adopt open management principles, decentralization, and delegation to improve administrative professionalism, enhance skills, and optimize performance (Al Maani et al., 2020). Research links empowerment with improved creativity, performance, and organizational commitment. For instance, Aburuman (2016) highlighted how administrative empowerment reduces bureaucratic barriers and enhances creativity, while Mubarak and Noor (2018) demonstrated the mediating role of engagement and psychological empowerment in fostering creativity. Similarly, Najm (2018) and Abdul-Aal, A., & Saleh Alshammri (2018) revealed that leadership styles significantly influence managerial creativity.

Empirical findings reinforce the positive relationship between administrative empowerment and key outcomes such as employee commitment, quality improvement, and innovation (Almutairi, 2019; Hirzel et al., 2017). Studies also highlight the role of cognitive empowerment in fostering knowledge sharing and continuous learning to enhance productivity (Al-Rahahleh, 2020). These insights underscore the critical need for empowerment strategies to promote creativity, leadership effectiveness, and overall organizational success.

This research examines the following: 1) the effect of administrative empowerment dimensions (i.e., information sharing, independence, free action, reinforcement, and work teams) on organizational ambidexterity; 2) the nexus between organizational ambidexterity and administrative creativity; and 3) the focal role of organizational ambidexterity in the effect of empowerment dimensions on administrative creativity among hotel and tourism establishment employees. To achieve that, a conceptual framework based on remaining administrative empowerment on creativity within tourism and hotel establishments through organizational ambidexterity (see Figure 1). This framework focuses on that the more levels of information sharing, independence, free action, reinforcement, and work teams increase among hotel and tourism establishment employees, the more creative and innovative they will be when they possess ambidexterity principles based on exploration and exploitation of available opportunities.



**Figure 1.** Proposed model

## 2. Literature review

### 2.1. Administrative empowerment

Administrative empowerment has become a vital organizational strategy in today's competitive and dynamic business landscape (Ali et al., 2021). It emphasizes decentralization, granting employees the autonomy to make decisions, access resources, and engage in organizational processes, thereby overcoming bureaucratic obstacles (Martela, 2019). This approach fosters innovation, enhances performance, and boosts employee satisfaction by encouraging initiative and active participation in achieving organizational goals (Wang et al., 2022; Baird & Baard, 2021).

Delegating authority is central to administrative empowerment, promoting participation, teamwork, and personal growth while enabling employees to operate independently of direct supervision (Hassan et al., 2019; Abdeldayem et al., 2021). It cultivates responsibility, problem-solving, and collaborative decision-making, aligning with modern management principles to enhance organizational adaptability and efficiency (Al Maani et al., 2020).

Empowerment reduces stress, improves performance, and unlocks creative potential, increasing job satisfaction and productivity (Collings et al., 2018; Bella, 2023). Trust between leaders and employees is key, as it dismantles barriers, facilitates participation, and enhances leadership effectiveness and resource optimization (Al-Omari et al., 2020). For managers, empowerment supports skill development and independent decision-making within decentralized frameworks, bolstering managerial performance (Khalayleh et al., 2017).

Critical components of administrative empowerment include information sharing, autonomy, reinforcement, and teamwork, supported by effective communication, ongoing training, and performance-based incentives (Shibly et al., 2021; Kagucia, 2022). Through these practices, administrative empowerment drives creativity, reflective thinking, and strategic goal achievement across organizational levels (Supriyanto et al., 2023).

### *2.1.1. Information Sharing*

Information sharing refers to the degree to which an organization disseminates information regarding its policies, goals, plans, interactions with the external environment, and work-related issues to its employees (Gil-Garcia et al.,2019). It occurs when individuals within the organization share the information they possess, enabling employees to participate in decision-making related to their roles (Gözükara et al., 2019). The exchange of information serves as a crucial foundation for operational and administrative decision-making (Shehadeh et al., 2024). Moreover, information sharing fosters self-discipline among employees by building confidence in their knowledge, reinforcing their belief that they are more informed than external stakeholders (Akins et al., 2019).

Empirical research demonstrates that information sharing positively affects financial performance, perceived organizational performance, and employee attitudes, such as organizational citizenship behavior and commitment (Lunardi et al.,2019). According to Turulja and Bajgoric. (2018), human resource commitment practices, such as group collaboration and information sharing, can significantly enhance organizational performance. Additionally, an information-rich environment promotes dialogue and information exchange among team members (Shen,2018). Well-informed teams are more likely to take responsibility for monitoring their performance, leading to a more flexible and responsive approach to performance management. This flexibility facilitates open discussions about team performance and problem-solving, ultimately empowering employees through self-monitoring (Ojo & Volkova, 2023).

In conclusion, providing employees with relevant, timely, and accurate information enables them to make informed decisions and take greater ownership of their responsibilities. Additionally, effective information sharing aligns employees with organizational goals, challenges, and opportunities, contributing to the organization's strategic objectives.

### *2.1.2. Reinforcement*

Reinforcement is a key aspect of administrative empowerment, aimed at encouraging and maintaining desired employee behaviors through positive feedback, rewards, and recognition. It motivates employees by acknowledging their contributions and fostering a sense of value (Kumari et al.,2021). Reinforcement enhances confidence and engagement, driving employees to take initiative, innovate, and improve their performance (Kang,2020). It also helps create a positive organizational culture by boosting morale, fostering collaboration, and building trust between employees and management, leading to higher job satisfaction, productivity, and a greater sense of accountability (Putra & Kudri, 2024).

### *2.1.3. Work teams*

Work teams are fundamental to improving individual experiences and accelerating task completion (Shehadeh et al., 2024). These teams consist of individuals collaborating within an organization to achieve shared objectives, functioning as interconnected systems united by common goals (Hassan et al., 2019; Makridis & Han, 2021). Teamwork thrives on consultation, cooperation, and mutual dialogue, fostering respect for diverse perspectives and a collaborative culture (Bloom, 2020). In response to increasing demands for collaboration, organizations are adopting team-based structures (Jerab & Mabrouk, 2023).

The effectiveness of work teams depends significantly on managerial leadership, which provides guidance, motivation, and problem-solving support (Mohapatra & Sundaray, 2018). Empowered teams often participate in decision-making processes, from problem identification to solution implementation, reinforcing their engagement and effectiveness (Baird & Baard, 2021). Team success requires diverse skills, commitment to common objectives, and social responsibility, particularly for tasks requiring collective expertise (Potnuru et al., 2018).

Research highlights the value of teamwork in fostering innovation and addressing challenges through pooled cognitive and behavioral resources (Levi & Askay, 2020). Collaborative practices promote knowledge sharing and create synergies that enhance organizational performance and competitiveness (Paredes-Saavedra et al., 2024). Consequently, organizations increasingly prioritize teamwork development to achieve strategic objectives and foster a cohesive, innovative culture (Lee et al., 2015).

#### *2.1.4. Independence and free action*

Independence and free action reflect the level of empowerment afforded to employees to perform their duties autonomously (Aldaihani, 2020). Free action, or freedom of choice, refers to an individual's perceived autonomy in organizing their activities, including the right to decide when to initiate tasks and how to execute them (Al-bdareen, 2020). Empowered teams are given the authority to set goals, make decisions, and carry out tasks with minimal supervision, which fosters a sense of ownership and accountability, often leading to more creative and effective solutions (Baird & Baard, 2021).

When employees are granted independence and autonomy, they are encouraged to use their judgment and creativity in task performance (Mai et al., 2022). By allowing employees to make decisions and act independently, organizations empower them to take responsibility for the outcomes of their work (JH Coun et al., 2022). This sense of independence cultivates a proactive mindset, motivating employees to identify and resolve problems, seek opportunities for improvement, and contribute to the organization's strategic objectives (Allevato, 2020). Furthermore, autonomy promotes innovation and flexibility, as employees are not restricted by rigid protocols or excessive oversight (Bhupla, 2022). This empowerment nurtures a dynamic and responsive organizational culture, enabling employees to adapt to evolving circumstances and drive organizational success (Madi Odeh et al., 2023).

#### *2.2. Organizational ambidexterity: Exploitation and exploration*

Organizational ambidexterity refers to an organization's ability to manage and balance diverse activities simultaneously while adapting to changing environments to achieve both efficiency and flexibility at all levels of administration. It involves the organization's capacity to exploit existing competencies and explore new opportunities (Alkhwaldah et al., 2021). Clauss et al. (2021) defined Ambidexterity as a firm's ability to simultaneously exploit existing business operations with increasing efficiency (i.e., exploitation) while pursuing new opportunities and radical innovations (i.e., exploration).

Organizational ambidexterity involves two key activities: exploitative and explorative. Exploitative activities focus on improving efficiency and effectiveness within existing frameworks, while explorative activities seek to innovate and transform organizational routines (Caniëls et al., 2017). At the employee level, exploration includes generating new ideas and innovative thinking, though it carries higher risks and costs. In contrast, exploitation leverages existing knowledge to enhance processes, driving efficiency, customer



satisfaction, and profitability. Both activities are crucial for organizational success (Ferreira et al.,2020).

Organizational ambidexterity, posits that organizations should cultivate environments where individuals can simultaneously engage in both explorative and exploitative activities (Caniëls & Veld, 2019). This perspective suggests that firms can achieve ambidexterity by creating conditions that enable employees to pursue both objectives concurrently (Clauss et al.,2021). A high level of engagement in both types of activities is essential for attaining a high degree of organizational ambidexterity (Chakma et al.,2021). This approach emphasizes the critical role of individual employees, who are responsible for executing both explorative and exploitative tasks.

Several studies have examined organizational ambidexterity. Günselet al. (2018) noted that organizational ambidexterity significantly improves employee job performance. Moreover, Li (2016) concluded that the diversity of top management teams enhances companies' ability to combine exploration and exploitation activities, thereby strengthening their organizational ambidexterity.

Information sharing facilitates active staff participation in creative problem-solving and decision-making, empowering employees to engage more effectively in innovative practices, which is essential for fostering innovation within the industry (Helmy et al.,2019). Additionally, it nurtures a collective commitment to diverse administrative strategies and mitigates conflicts within organizational processes, contributing to smoother operations (Mei et al.,2023). The effective dissemination of knowledge across departments enhances the introduction of new services and stimulates the generation of creative ideas for operational improvements (Iranmanesh et al.,2021).By cultivating an innovative climate that promotes risk-taking, particularly amid market uncertainties, tourism and hotel establishments can encourage greater employee involvement in creative initiatives (Mei et al.,2023), thereby reinforcing the connection between information sharing and organizational ambidexterity. Accordingly, the 1<sup>st</sup> hypothesis of the research is:

*H1. Information-sharing positively affects organizational ambidexterity.*

Reinforcement, particularly in the form of positive feedback, incentives, rewards, and consistent support from leadership, motivates employees to engage in both exploitative and explorative behaviors (Lee & Meyer-Doyle, 2017). According to Kim (2019), Administrative appraisals are effective for short-term exploitative innovations, while developmental appraisals are crucial for long-term explorative innovations. Aligning incentives with these objectives is essential; short-term incentives like profit sharing motivate exploitative innovation, whereas long-term incentives such as stock options foster explorative innovation. In essence, exploitative innovation arises from convergent collective cognition aimed at short-term goals, while explorative innovation is driven by divergent collective cognition focused on long-term objectives. Consequently, administrative appraisals and short-term incentives effectively motivate exploitative units, whereas developmental appraisals and long-term incentives enhance motivation in exploratory units. Accordingly, the 2<sup>nd</sup> hypothesis of the research is:

*H2. Reinforcement positively affects organizational ambidexterity.*

Members of a cohesive team are expected to address disagreements with greater flexibility, resolve conflicts arising from differing values and perspectives, and embrace collaborative solutions (Jansen et al., 2016). Prior research on team cohesion indicates that strong

interpersonal relationships among team members foster cooperation and a helpful attitude toward peers, which enhances their involvement in accomplishing challenging tasks (Ejaz et al., 2024). Consequently, employees who actively engage in collaborative support and open discussions with colleagues are more inclined to participate in both exploratory and exploitative activities (Xiang et al., 2019). The capacity of employees to coordinate and balance these activities is referred to as ambidexterity (Papachroni and Heracleous, 2020).

Exploration entails seeking new resources and techniques to improve organizational conditions, while exploitation focuses on enhancing, regulating, and optimizing existing resources through the implementation of best practices. Additionally, employees within cohesive teams tend to experience smoother communication flows with their peers, facilitating the integration of exploratory and exploitative activities (Ejaz et al., 2024). Research has shown that workplace relationships enhance trust levels among team members and alleviate anxiety in challenging and uncertain situations, making employees more willing to engage in ambidextrous activities (Zhang et al., 2019). In alignment with Social Learning Theory (SLT), collaboration among team members is critical for encouraging each other to achieve a balance between exploitation and exploration (Barcelos, 2021). Accordingly, the 3<sup>rd</sup> hypothesis of the research is:

*H3. Work teams positively affect organizational ambidexterity.*

Caniëls et al. (2017) argued that individuals with greater autonomy are more likely to engage their creative potential and explore new directions. Leaders who promote trust and risk-taking without punishment encourage employees to participate in explorative activities. Empowered employees align closely with organizational expectations, engage in learning-oriented behaviors, and seek career development opportunities (Ahsan,2024).

They actively shape their work environments to enhance performance and efficiency (JH Coun et al.,2022) and continuously seek improvement. In an empowering culture, employees evaluate their performance and suggest enhancements (Alshemmari,2023), stimulating both explorative and exploitative activities. This culture fosters alignment between managers and employees, reinforcing a shared vision and supporting ambidextrous behavior within organizations (Caniëls et al.,2017). Accordingly, the 4<sup>th</sup> hypothesis of the research is:

*H4. Independence and free action positively affect organizational ambidexterity.*

### *2.3. Administrative creativity*

Creativity is defined as the initiative exhibited by employees or managers, characterized by the ability to think outside traditional frameworks (Gajdzik & Wolniak, 2022). Creativity also involves generating new and valuable ideas, products, services, or work methods. In administrative contexts, creativity is measured by an individual's ability to excel in problem-solving and innovation (Al-Nashmi & Aldois, 2017). Administrative creativity is characterized by differentiation, where individuals distinguish themselves from others through innovative thinking. It involves the introduction of new ideas or solutions, either entirely or partially, often integrating existing elements in novel ways. This creativity drives product development, resulting in offerings that differ from traditional ones, and includes the ability to identify and seize new opportunities (Mahdi et al., 2021).

Administrative creativity involves developing innovative methods to improve efficiency, enhance communication, and optimize resource allocation within an organization (Rustiawan et al.,2023). A critical factor in fostering administrative creativity is organizational ambidexterity, defined as the organization's capacity to balance explorative and exploitative

activities (Kumkale,2022). Exploration involves the pursuit of new opportunities, ideas, and innovations, while exploitation focuses on refining existing processes and maximizing the use of current resources (Clauss et al.,2021). This balance enables organizations to respond to external challenges and internal demands with both flexibility and ingenuity (Buisson et al.,2021).

According to Songet al. (2020), Administrative creativity manifests through various organizational components, including information-sharing mechanisms, reinforcement strategies, collaborative work teams, and the encouragement of independence and free action among employees. These elements collectively create an environment that fosters creative problem-solving and innovation within administrative processes, enhancing the organization's overall adaptability and effectiveness. Accordingly, the research developed the last 2 hypotheses as follows:

*H5. Organizational ambidexterity positively affects administrative creativity.*

*H6. Organizational ambidexterity mediates the nexus between administrative creativity and a) information-sharing, b) reinforcement, c) work teams, and d) independence and free action.*

### **3. Methods**

#### *3.1. Research design and measurements*

All scale items that were to be measured and taken from previous studies formed our research paradigm. Shibly et al.'s (2021) scale was employed to measure administrative empowerment using four first-order constructs: information-sharing (five items), independence and free action (six items), reinforcement (six items), and work teams (six items). To gauge organizational ambidexterity, eight items were employed with two subconstructs: exploitation and exploration, with four items each, adapted from Ubeda-Garcia et al. (2021). Administrative creativity was assessed using 16 items developed from Mahdi et al. (2021). This scale consists of four sub-constructs: problem-solving, changeability, accepting risks, and encouraging creativity, with four items each. A 7-Likert scale was involved in this study.

#### *3.2. Sampling and data collection*

For this study's objectives, a quantitative approach was adopted. Data was gathered from staff members of Greater Cairo's Egyptian hotel and tourist businesses using a questionnaire. Cronbach's alpha and corrected item-total correlation were involved to evaluate the validity and reliability of the constructs. After construct reliability analysis was conducted, this survey was found that all latent variables were quite reliable. No items were eliminated or deemed redundant, according to corrected item-total correlations that were also found to be accurate. The reliability threshold value of 0.70 was determined to be exceeded by latent constructs' validity and reliability findings. Researchers decided to utilize an online questionnaire to collect key datasets because hotels and tourism agencies in Greater Cairo are spread out over large areas.

Since it was challenging to adjust the sample size, this paper employed a variety of non-probability sampling techniques: a) convenience sampling by sending the survey link directly to respondents via WhatsApp; 2) purposive sampling by posting the survey link on social media; and 3) snowball sampling by asking employees to forward and/or share the link with others. Data were gathered from Feb 2024 to April 2024. Utilizing the statistical power and



sample size requirements tools in ADANCO-PLS, Kock's (2024) criteria were adhered to. In accordance with this suggestion, a minimum sample size of 160 respondents was determined. With 281 questionnaires filled out by employees of five-star hotels and 360 completed by employees of A-class travel agencies, the final number of respondents from both samples easily surpassed the 160-respondent threshold. The two samples' demographics (i.e., hotel and travel agency employee samples) are displayed in Table 1.

Regarding the hotel employee sample (N = 281), most respondents (86.8%) were male. Participants' job experiences were as follows: 39.1% of them have less than three years, followed by 31.3% of them with more than six years, and 29.6% of them with three to six years. Concerning education level, more of the third sample (35.9%) have a bachelor's degree, followed by 33.5% of them having diploma degree. Lastly, most respondents (39.1%) are 25–34 years old. Regarding the tourism agency employee sample (N = 360), most respondents (93.1%) were female. Participants' job experiences were as follows: 44.2% of them have less than three years, followed by 40.3% of them with three to six years, and 15.5% of them with more than six years. Concerning education level, more of the third sample (45%) have bachelor's degree, followed by 27.8% of them having high school degree. Lastly, most respondents (37.8%) are 25–34 years old.

**Table 1.** Respondent profile

| Category               | Hotel sample (N = 281) |      | Tourism agency sample (N = 360) |      |
|------------------------|------------------------|------|---------------------------------|------|
|                        | Frequency              | %    | Frequency                       | %    |
| <i>Gender</i>          |                        |      |                                 |      |
| Male                   | 244                    | 86.8 | 25                              | 6.9  |
| Female                 | 37                     | 13.2 | 335                             | 93.1 |
| <i>Job experiences</i> |                        |      |                                 |      |
| Less 3 years           | 110                    | 39.1 | 159                             | 44.2 |
| 3-6 years              | 83                     | 29.6 | 145                             | 40.3 |
| More than 6 years      | 88                     | 31.3 | 56                              | 15.5 |
| <i>Education</i>       |                        |      |                                 |      |
| Bachelor or more       | 101                    | 35.9 | 162                             | 45   |
| High school            | 86                     | 30.6 | 100                             | 27.8 |
| Diploma                | 94                     | 33.5 | 98                              | 27.2 |
| <i>Age-wise</i>        |                        |      |                                 |      |
| Less than 25 years     | 55                     | 19.6 | 68                              | 18.9 |
| 25 to less than 35     | 110                    | 39.1 | 136                             | 37.8 |
| 35 to less than 45     | 98                     | 34.9 | 122                             | 33.9 |
| 45 to less than 55     | 18                     | 6.4  | 34                              | 9.5  |
| 55 years and more      | 55                     | 19.6 | 68                              | 18.9 |

### 3.3. Analysis technique

This paper employed the partial least squares structural equation modeling technique “ADANCO-PLS v. 2.4” to assess outer model, quantify inner model, and examine research hypotheses (Luo et al., 2024). A tourism agency and five-star hotel employees were two statistical structural models. As a result, these models were compared in order to identify any discrepancies in outcomes and impressions. This statistical program is used because it is simpler to extract data and deals with non-normally distributed data (Lin et al., 2024) as well as models that contain multiple statistical paths. In addition to this program validity in testing

data collected from a population whose statistics are not completely known (Jhantasana, 2023).

## 4. Findings

### 4.1. Outer model evaluation

An outer/measuring model looks at how constructs and their items relate to one another (Legate *et al.*, 2023). Each latent variable was examined for validity and reliability to validate the two outer/measurement models' quality. The average variance extracted (AVE) and scale reliability are shown in Table 2. Kock (2024) states that when factor loading and composite reliability values are greater than 0.7, the outer model is considered trustworthy. As per Legate *et al.* (2023), convergent validity is deemed acceptable if the average variance of each scale exceeds a minimal criterion (0.5) (Legate *et al.*, 2023). Next, the new heterotrait-monotrait rate of associations was employed with correlations smaller than 0.85, as advised by Kock (2024), to assess discriminant validity. Therefore, Table 3 findings determined that each latent construct had satisfactory discriminant validity.

**Table 2.** Convergent reliability and validity

| Constructs          | Code | Items  | Hotel sample |       |       | Tourism agency sample |       |       |
|---------------------|------|--|--------------|-------|-------|-----------------------|-------|-------|
|                     |      |  | FL           | CR    | AVE   | FL                    | CR    | AVE   |
| Information-sharing | INS1 | At this hotel/tourism agency, I can obtain the information I need at any moment to do my work.                             | 0.866        | 0.900 | 0.714 | 0.893                 | 0.911 | 0.731 |
|                     | INS2 | In my line of employment, nothing is withheld from me within this hotel/tourism agency.                                    | 0.875        |       |       | 0.835                 |       |       |
|                     | INS3 | Employees at this hotel/tourism agency have a better understanding of their roles because they have access to information. | 0.798        |       |       | 0.812                 |       |       |
|                     | INS4 | This hotel/tourism agency has several distinct ways and routes for information flow.                                       | 0.866        |       |       | 0.903                 |       |       |
|                     | INS5 | This hotel/tourism agency provides employees with knowledge that will help them become more self-committed.                | 0.818        |       |       | 0.827                 |       |       |
| Reinforcement       | RNF1 | My work is appreciated by upper management at this hotel/tourism agency.   | 0.868        | 0.930 | 0.739 | 0.795                 | 0.900 | 0.647 |
|                     | RNF2 | My decision to stay in this hotel/tourism agency is mostly motivated by the benefits it provides.                          | 0.808        |       |       | 0.774                 |       |       |
|                     | RNF3 | The work is valued for the effort that went into it within this hotel/tourism agency.                                      | 0.895        |       |       | 0.790                 |       |       |
|                     | RNF4 | My pay is in line with the amount of labor I put in within this hotel/tourism agency.                                      | 0.871        |       |       | 0.837                 |       |       |
|                     | RNF5 | The current mechanism at this hotel/tourism agency for job promotions is equitable.  | 0.862        |       |       | 0.825                 |       |       |

|            |      |   |       |       |       |       |       |       |
|------------|------|---|-------|-------|-------|-------|-------|-------|
|            | RNF6 | The incentive programs in place at this hotel/tourism agency are equitable.                             | 0.851 |       |       | 0.803 |       |       |
| Work teams | WTM1 | Teams from various organizational levels are assembled by this hotel/tourism agency administration.     | 0.862 | 0.933 | 0.749 | 0.832 | 0.911 | 0.691 |
|            | WTM2 | Teamwork is encouraged by this hotel/tourism agency administration.                                     | 0.865 |       |       | 0.823 |       |       |
|            | WTM3 | To complete the everyday activities, this hotel/tourism agency management employs dedicated work teams. | 0.878 |       |       | 0.821 |       |       |
|            | WTM4 | Teamwork is important, according to this hotel/tourism agency administration.                           | 0.838 |       |       | 0.816 |       |       |
|            | WTM5 | It is easy for coworkers to collaborate within this hotel/tourism agency.                               | 0.916 |       |       | 0.861 |       |       |
|            | WTM6 | Decisions pertaining to my work can be made by work teams at this hotel/tourism agency.                 | 0.832 |       |       | 0.833 |       |       |

|                              |                            |   |       |       |       |       |       |       |
|------------------------------|----------------------------|---|-------|-------|-------|-------|-------|-------|
| Independence and free action | IFA1                       | At this hotel/tourism agency, I am capable of approaching my work in novel and inventive ways.  | 0.900 | 0.917 | 0.690 | 0.828 | 0.903 | 0.669 |
|                              | IFA2                       | Regarding service matters, I openly share my opinions within this hotel/tourism agency.         | 0.720 |       |       | 0.831 |       |       |
|                              | IFA3                       | This hotel/tourism agency management is in favor of using its authority to control people.      | 0.863 |       |       | 0.808 |       |       |
|                              | IFA4                       | Every time I go, I get fresh permission from this hotel/tourism agency.                         | 0.904 |       |       | 0.880 |       |       |
|                              | IFA5                       | My recommendations are frequently taken into account at this hotel/tourism agency.              | 0.715 |       |       | 0.817 |       |       |
|                              | IFA6                       | I always figure out solutions on my own within this hotel/tourism agency.                       | 0.860 |       |       | 0.739 |       |       |
| Organizational ambidexterity | Exploitation ambidexterity |   | 0.764 | 0.893 | 0.566 | 0.792 | 0.886 | 0.632 |
|                              | Exploration ambidexterity  |   | 0.726 |       |       | 0.818 |       |       |
| Exploitation ambidexterity   | EXT1                       | This hotel/tourism agency often makes minor changes to its current offerings.                   | 0.903 | 0.874 | 0.723 | 0.852 | 0.845 | 0.680 |
|                              | EXT2                       | This hotel/tourism agency increases the effectiveness of how we provide our goods and services. | 0.763 |       |       | 0.734 |       |       |
|                              | EXT3                       | In the current market, this hotel/tourism agency increases economies of scale.                  | 0.924 |       |       | 0.894 |       |       |
|                              | EXT4                       | This hotel/tourism agency offers more services to its current                                   | 0.807 |       |       | 0.812 |       |       |

|                              |                        |  |       |       |       |       |       |       |
|------------------------------|------------------------|--|-------|-------|-------|-------|-------|-------|
|                              |                        | customers.   |       |       |       |       |       |       |
| Exploration<br>ambidexterity | EXR1                   | Excessive requests are accepted by this hotel/tourism agency.  | 0.873 | 0.838 | 0.673 | 0.847 | 0.863 | 0.706 |
|                              | EXR2                   | Products and services that are brand new to our agency are marketed by this hotel/tourism agency.            | 0.798 |       |       | 0.797 |       |       |
|                              | EXR3                   | This hotel/tourism agency regularly seizes opportunities in untapped markets.                                | 0.901 |       |       | 0.895 |       |       |
|                              | EXR4                   | New distribution routes are routinely used by this hotel/tourism agency.                                     | 0.826 |       |       | 0.818 |       |       |
| Administrative<br>creativity | Problem-solving        |  | 0.791 | 0.908 | 0.663 | 0.776 | 0.845 | 0.637 |
|                              | Changeability          |  | 0.755 |       |       | 0.757 |       |       |
|                              | Accepting risks        |  | 0.790 |       |       | 0.764 |       |       |
|                              | Encouraging creativity |  | 0.841 |       |       | 0.792 |       |       |
| Problem-<br>solving          | PSV1                   | At this hotel/tourism agency, there are specific plans for dealing with potential issues.                    | 0.842 | 0.885 | 0.745 | 0.820 | 0.863 | 0.708 |
|                              | PSV2                   | I test several approaches and methods for problem-solving within this hotel/tourism agency.                  | 0.825 |       |       | 0.830 |       |       |
|                              | PSV3                   | In the absence of knowledge, I am able to decide how to address difficulties at this hotel/tourism agency.   | 0.891 |       |       | 0.911 |       |       |
|                              | PSV4                   | At this hotel/tourism agency, we are working as a group to find solutions.                                   | 0.831 |       |       | 0.799 |       |       |
| Changeability                | CNB1                   | When my supervisor disagrees with my opinion, I can adjust my attitude at this hotel/tourism agency.         | 0.821 | 0.854 | 0.695 | 0.844 | 0.869 | 0.716 |
|                              | CNB2                   | At this hotel/tourism agency, I want to use novel techniques at work.  | 0.820 |       |       | 0.850 |       |       |
|                              | CNB3                   | I am excited to work in my area of expertise at this hotel/tourism agency.                                   | 0.878 |       |       | 0.872 |       |       |
|                              | CNB4                   | At this hotel/tourism agency, I am eager to learn from other people's perspectives and critiques of my work. | 0.815 |       |       | 0.818 |       |       |
| Accepting risks              | ACR1                   | At this hotel/tourism agency, my propensity is toward really risky employment.                               | 0.865 | 0.870 | 0.718 | 0.863 | 0.882 | 0.740 |
|                              | ACR2                   | I acknowledge that failing is a necessary step on the path to achievement at this hotel/tourism agency.      | 0.818 |       |       | 0.801 |       |       |
|                              | ACR3                   | At this hotel/tourism agency, I can handle the outcomes because I accept accountability for my efforts.      | 0.848 |       |       | 0.857 |       |       |
|                              | ACR4                   | Despite the extreme danger involved, I am prepared to do my  | 0.918 |       |       | 0.915 |       |       |

|                        |      |   |       |       |       |       |       |       |
|------------------------|------|---|-------|-------|-------|-------|-------|-------|
|                        |      | assignment within this hotel/tourism agency.  |       |       |       |       |       |       |
| Encouraging creativity | ENC1 | This hotel/tourism agency supports other people's opinions.                               | 0.820 | 0.875 | 0.726 | 0.840 | 0.849 | 0.687 |
|                        | ENC2 | This hotel/tourism agency looks after and promotes the hiring of competent staff members. | 0.853 |       |       | 0.864 |       |       |
|                        | ENC3 | The capacity to supervise innovation lies with this hotel/tourism agency.                 | 0.836 |       |       | 0.800 |       |       |
|                        | ENC4 | This hotel/tourism agency is eager to assist anyone who is looking for inspiration.       | 0.771 |       |       | 0.812 |       |       |

**Table 3.** Discriminant validity (HTMT)

| <i>Hotel sample</i>          |       |       |       |       |       |    |
|------------------------------|-------|-------|-------|-------|-------|----|
| Constructs                   | 1.    | 2.    | 3.    | 4.    | 5.    | 6. |
| Information-sharing          |       |       |       |       |       |    |
| Reinforcement                | 0.383 |       |       |       |       |    |
| Work teams                   | 0.511 | 0.107 |       |       |       |    |
| Independence and free action | 0.309 | 0.303 | 0.440 |       |       |    |
| Organizational ambidexterity | 0.188 | 0.190 | 0.287 | 0.209 |       |    |
| Administrative creativity    | 0.287 | 0.196 | 0.309 | 0.327 | 0.594 |    |
| <i>Tourism agency sample</i> |       |       |       |       |       |    |
| Constructs                   | 1.    | 2.    | 3.    | 4.    | 5.    | 6. |
| Information-sharing          |       |       |       |       |       |    |
| Reinforcement                | 0.347 |       |       |       |       |    |
| Work teams                   | 0.396 | 0.383 |       |       |       |    |
| Independence and free action | 0.323 | 0.476 | 0.459 |       |       |    |
| Organizational ambidexterity | 0.174 | 0.454 | 0.589 | 0.336 |       |    |
| Administrative creativity    | 0.131 | 0.278 | 0.534 | 0.575 | 0.456 |    |

4.3. Hypothesis testing and model evaluation

After verifying the outer model fit, the inner model fit was tested using two indicators: First, coefficient of determination, which focuses on testing explanatory power of several independent variables grouped effects on one dependent variable, provided that the variance percentage is greater than 10% to achieve reasonable explanatory power. Secondly, effect sizes ( $f^2$ ) indicate the extent to which each variable affects another variable, provided that the effect is greater than 0.02 to consider this effect relatively acceptable. Table 4 results confirmed that effect sizes exceeded 0.02, which proves that all paths have reasonable effects. The coefficient of determination ( $R^2$ ) findings in Table 4 and Figures 2–3 also explained 28.9% and 16.1% of the variance in organizational ambidexterity for hotel and tourism agency employee samples, respectively. Further,  $R^2$  findings explained 22.7% and 26.3% of the variance in administrative creativity for hotel and tourism agency employee samples, respectively.

Next, Tables 4–5 and Figures 2–3 proved that all direct and indirect hypotheses were supported in two samples. The multigroup analysis test indicated substantial differences in the mean replies between hotel and tourism agency employee groups, as indicated in Tables 4–5. To confirm these findings and identify any potential disparities, the inner models of two



samples were contrasted. All paths among tourism agency and hotel employee groups revealed notable differences.

**Table 4.** Direct path results among two groups

| H   | Paths   | Samples        | $\beta$  | t-value | p-value | f <sup>2</sup> | Decision      |
|---|---|----------------|--|---------|---------|----------------|---------------|
| H1  | Information-sharing → Organizational ambidexterity          | Hotel          | 0.214 <sup>***</sup>   | 5.698   | 0.000   | 0.332          | Supported     |
|   |   | Tourism agency | 0.163 <sup>**</sup>  | 3.556   | 0.009   | 0.040          | Supported     |
|   |   | Diff           | 0.051 <sup>**</sup>  |         |         |                | Supported     |
| H2  | Reinforcement → Organizational ambidexterity                | Hotel          | 0.338 <sup>***</sup>   | 8.153   | 0.000   | 0.387          | Supported     |
|   |   | Tourism agency | 0.110 <sup>*</sup>   | 2.562   | 0.026   | 0.033          | Supported     |
|   |   | Diff           | 0.228 <sup>***</sup>   |         |         |                | Supported     |
| H3  | Work teams → Organizational ambidexterity                   | Hotel          | 0.152 <sup>**</sup>  | 4.365   | 0.002   | 0.102          | Supported     |
|   |   | Tourism agency | 0.116 <sup>*</sup>   | 3.319   | 0.023   | 0.037          | Supported     |
|   |   | Diff           | 0.036 <sup>*</sup>   |         |         |                | Supported     |
| H4  | Independence and free action → Organizational ambidexterity | Hotel          | 0.157 <sup>***</sup>   | 3.005   | 0.000   | 0.119          | Supported     |
|   |   | Tourism agency | 0.167 <sup>**</sup>  | 4.235   | 0.007   | 0.052          | Supported     |
|   |   | Diff           | -0.010   |         |         |                | Not supported |
| H5  | Organizational ambidexterity → Administrative creativity    | Hotel          | 0.476 <sup>***</sup>   | 18.104  | 0.000   | 0.503          | Supported     |
|   |   | Tourism agency | 0.513 <sup>***</sup>   | 21.445  | 0.000   | 0.643          | Supported     |
|   |   | Diff           | -0.37 <sup>*</sup>   |         |         |                | Supported     |
| R <sup>2</sup> for Organizational ambidexterity (Hotel sample)          |   | 0.289          | R <sup>2</sup> for Administrative creativity (Hotel sample)          |         |         | 0.227          |               |
| R <sup>2</sup> for Organizational ambidexterity (Tourism agency sample) |   | 0.161          | R <sup>2</sup> for Administrative creativity (Tourism agency sample) |         |         | 0.263          |               |

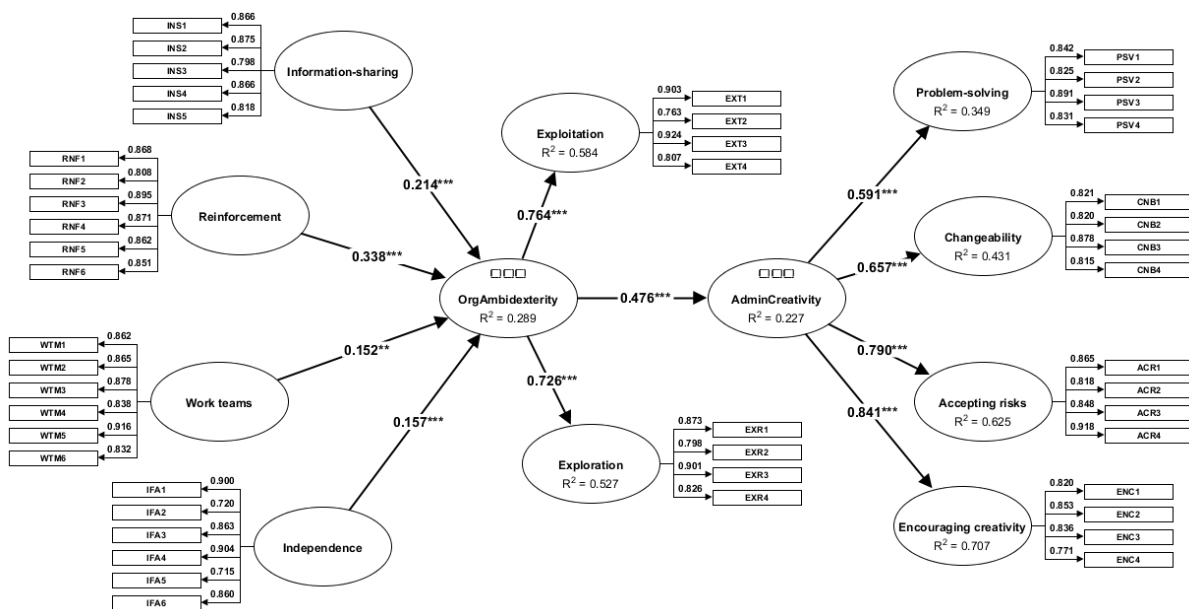
In this regard, information-sharing positively affected organizational ambidexterity (Hotel employee sample:  $\beta = 0.214$ ;  $t = 5.698$ ,  $p < 0.001$ ; tourism agency employee sample:  $\beta = 0.163$ ;  $t = 3.556$ ,  $p < 0.001$ ), supporting H1. Thus, MGA results showed that significant differences in this hypothesis (H1) were in favor of the hotel employee sample with  $\beta = 0.051$ . Likewise, reinforcement positively affected organizational ambidexterity (Hotel employee sample:  $\beta = 0.338$ ;  $t = 8.153$ ,  $p < 0.001$ ; tourism agency employee sample:  $\beta = 0.110$ ;  $t = 2.562$ ,  $p < 0.05$ ), supporting H2. Thus, MGA results showed that significant differences in this hypothesis (H2) were in favor of the hotel employee sample with  $\beta = 0.228$ . Besides, work teams positively affected organizational ambidexterity (Hotel employee sample:  $\beta = 0.152$ ;  $t = 4.365$ ,  $p < 0.01$ ; tourism agency employee sample:  $\beta = 0.116$ ;  $t = 3.319$ ,  $p < 0.05$ ), supporting H3. Thus, MGA results showed that significant differences in this hypothesis (H3) were in favor of the hotel employee sample with  $\beta = 0.036$ .

Similarly, independence positively affected organizational ambidexterity (Hotel employee sample:  $\beta = 0.157$ ;  $t = 3.005$ ,  $p < 0.001$ ; tourism agency employee sample:  $\beta = 0.167$ ;  $t = 4.235$ ,  $p < 0.01$ ), supporting H4. Thus, MGA results showed that significant differences in this hypothesis (H4) were not found in any sample. Otherwise, organizational ambidexterity positively affected administrative creativity (Hotel employee sample:  $\beta = 0.476$ ;  $t = 18.104$ ,  $p$

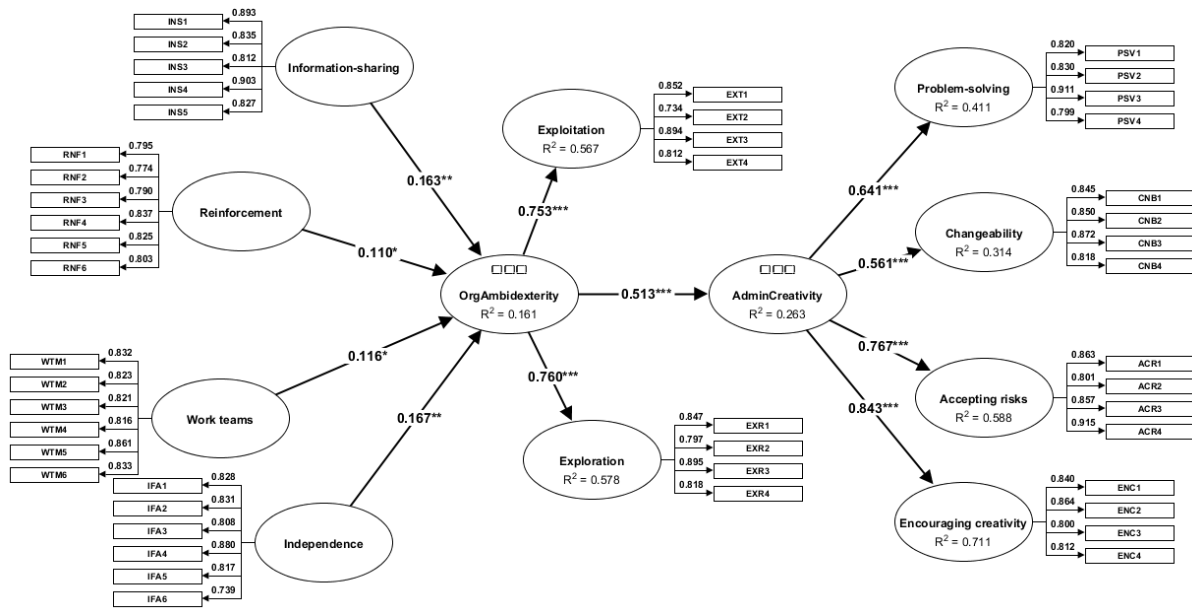
< 0.001; tourism agency employee sample:  $\beta = 0.513$ ;  $t = 21.445$ ,  $p < 0.001$ ), supporting H5. Thus, MGA results showed that significant differences in this hypothesis (H5) were in favor of the tourism agency employee sample with  $\beta = 0.037$ .

**Table 5.** Indirect path results among two groups

| H   | Paths  | Samples           | $\beta$ | t-value | p-value | Decision         |
|-----|--|-------------------|---------|---------|---------|------------------|
| H6a | Information-sharing<br>Organizational<br>ambidexterity →<br>Administrative creativity            | Hotel             | 0.102*  | 3.581   | 0.019   | Supported        |
|     |  | Tourism<br>agency | 0.083*  | 2.897   | 0.034   | Supported        |
|     |  | Diff              | 0.019   |         |         | Not<br>supported |
| H6b | Reinforcement<br>Organizational<br>ambidexterity →<br>Administrative creativity                  | Hotel             | 0.161** | 4.465   | 0.006   | Supported        |
|     |  | Tourism<br>agency | 0.056*  | 2.117   | 0.045   | Supported        |
|     |  | Diff              | 0.105** |         |         | Supported        |
| H6c | Work teams → Organizational<br>ambidexterity →<br>Administrative creativity                      | Hotel             | 0.072*  | 2.888   | 0.032   | Supported        |
|     |  | Tourism<br>agency | 0.060*  | 2.476   | 0.039   | Supported        |
|     |  | Diff              | 0.012   |         |         | Not<br>supported |
| H6d | Independence and free action<br>→ Organizational<br>ambidexterity →<br>Administrative creativity | Hotel             | 0.075*  | 2.994   | 0.028   | Supported        |
|     |  | Tourism<br>agency | 0.085*  | 3.108   | 0.029   | Supported        |
|     |  | Diff              | -0.10   |         |         | Not<br>supported |



**Figure 2.** Structural model findings for hotel employee sample



**Figure 3.** Structural model findings for tourism agency employee sample

On the other hand, Table 5 findings proved indirect paths, as follows: information-sharing positively affected administrative creativity through organizational ambidexterity (Hotel employee sample:  $\beta = 0.102$ ;  $t = 3.581$ ,  $p < 0.05$ ; tourism agency employee sample:  $\beta = 0.083$ ;  $t = 2.897$ ,  $p < 0.05$ ), supporting H6a. Thus, MGA results showed that significant differences in this hypothesis (H6a) were not found in any sample. Otherwise, reinforcement positively affected administrative creativity through organizational ambidexterity (Hotel employee sample:  $\beta = 0.161$ ;  $t = 4.465$ ,  $p < 0.01$ ; tourism agency employee sample:  $\beta = 0.056$ ;  $t = 2.117$ ,  $p < 0.05$ ), supporting H6b. Thus, MGA results showed that significant differences in this hypothesis (H6b) were in favor of the tourism agency employee sample with  $\beta = 0.037$ .

Furthermore, work teams positively affected administrative creativity through organizational ambidexterity (Hotel employee sample:  $\beta = 0.072$ ;  $t = 2.888$ ,  $p < 0.05$ ; tourism agency employee sample:  $\beta = 0.060$ ;  $t = 2.476$ ,  $p < 0.05$ ), supporting H6c. Thus, MGA results showed that significant differences in this hypothesis (H6c) were not found in any sample. Lastly, independence positively affected administrative creativity through organizational ambidexterity (Hotel employee sample:  $\beta = 0.075$ ;  $t = 2.994$ ,  $p < 0.05$ ; tourism agency employee sample:  $\beta = 0.085$ ;  $t = 3.108$ ,  $p < 0.05$ ), supporting H6d. Thus, MGA results showed that significant differences in this hypothesis (H6d) were not found in any sample. These findings indicated that organizational ambidexterity partially mediated these underlying associations.

### 5. Discussion and conclusion

This study investigates the interplay between information-sharing, reinforcement, work teams, independence, and organizational ambidexterity in enhancing administrative creativity within hotel and tourism agency settings. The findings confirm that these constructs collectively contribute to fostering an environment conducive to creativity, with significant differences observed between hotel and tourism agency employees. The findings of this study are consistent with the theoretical frameworks established in the existing literature, affirming

that the identified dimensions of empowerment play a significant role in an organization's capacity to balance exploitative and explorative activities. The results indicate that information sharing is pivotal in enhancing organizational ambidexterity and demonstrates a substantial influence on this ambidexterity across both samples, with a notably stronger effect observed within the hotel employee sample. This observation supports prior research emphasizing the critical role of effective communication in cultivating a culture of innovation (Helmy et al.,2019).

Furthermore, it aligns with the literature indicating that transparent communication within organizations fosters greater adaptability and responsiveness to dynamic environments (Legate et al., 2023). By equipping employees with timely and pertinent information, organizations can effectively stimulate engagement in both exploitative and explorative endeavors, thereby enhancing their ability to navigate complex challenges. Similarly, the role of reinforcement emerged as a significant factor influencing organizational ambidexterity. Positive feedback and incentives not only motivate employees to perform at higher levels but also encourage them to engage in innovative practices (Lee & Meyer-Doyle, 2017). These results underscore the importance of motivation and support from management in promoting innovative practices. also, emphasis on exploitative and explorative behaviors is vital for sustaining competitive advantage in a rapidly changing environment.

The findings also underscore the importance of work teams in fostering organizational ambidexterity. Cohesive teams facilitate collaboration, enhance interpersonal relationships, and promote a shared commitment to organizational goals (Jansen et al., 2016). This synergy among team members enables organizations to balance the demands of both exploitation and exploration, leading to enhanced performance and innovation. However, the effect was more significant in the hotel sample, suggesting that hotels may be better positioned to leverage teamwork for creative outcomes compared to tourism agencies. Lastly, Independence and free action also positively impacted organizational ambidexterity, although the differences between samples were not statistically significant. By granting employees the autonomy to make decisions, organizations empower them to take initiative and explore new opportunities while efficiently executing existing processes (Alshemmari,2023). This autonomy not only fosters individual creativity but also enhances collective problem-solving capabilities within teams. Importantly, organizational ambidexterity was found to have a robust positive effect on administrative creativity in both samples, highlighting the critical link between an organization's ability to balance exploration and exploitation and its creative outputs. The results suggest that fostering ambidexterity is vital for enhancing creativity in both hotel and tourism agency contexts, ultimately benefiting organizational performance.

In conclusion, this study underscores the significance of information-sharing, reinforcement, work teams, and independence in promoting organizational ambidexterity and administrative creativity. By fostering a supportive environment, organizations can enhance their innovative capabilities, ultimately leading to improved performance and competitive advantage.

## **6. Recommendations and limitations**

Based on the findings of this study, the following recommendations are proposed for organizations seeking to enhance their administrative Creativity:

- **Enhance Information-Sharing Practices:** Organizations should prioritize transparent communication channels to ensure employees have access to necessary information. This can be achieved through regular briefings, digital communication platforms, and feedback mechanisms that promote a culture of openness.
- **Implement Robust Reinforcement Mechanisms:** Management should establish recognition programs that reward innovative contributions and create equitable promotion pathways. Such initiatives can boost employee morale and motivation, leading to increased organizational ambidexterity and creativity.
- **Foster Collaborative Work Environments:** Encouraging teamwork across various organizational levels can enhance creativity. Organizations should facilitate team-building activities and cross-departmental projects to stimulate collaboration and idea-sharing.
- **Support Employee Independence:** Organizations should empower employees by allowing them the autonomy to explore creative solutions. This can involve delegating decision-making authority and fostering an environment where employees feel comfortable expressing their ideas and opinions.
- **Promote Organizational Ambidexterity:** Training programs focused on developing both exploratory and exploitative capabilities should be integrated into the organizational culture. This includes encouraging innovation alongside improving existing processes and practices.

Despite the valuable insights provided by this study, certain limitations must be acknowledged. First, the research was conducted within a specific context, focusing on hotel and tourism agency employees in a limited geographical area. As a result, the findings may not be universally applicable to other sectors or regions. Future research could benefit from a broader scope, encompassing various industries and cultural contexts. Additionally, the reliance on self-reported measures may introduce bias, as employees might present their perceptions favorably. Future studies should consider using a mixed-methods approach, combining quantitative surveys with qualitative interviews or focus groups to gain deeper insights into the dynamics of organizational ambidexterity and creativity.

## References

- Abdeldayem, M. M., Al Deeb, H. M. A., & Al Shaikh, M. A. (2021). Impact of administrative empowerment on organizational belongingness: Evidence from Bahrain. *International Journal of Information, Business and Management*, 13(3), 114-131.
- Abdul-Aal, A., & Saleh Alshammri, F. (2018). The Reality of Administrative Creativity among the Principals of General Secondary Education Schools: A Field Study in Sohag City. *Global Journal of Management and Business Research: Administration and Management*, 18, 13.
- Abualoush, S. H., Obeidat, A. M., Tarhini, A., Masa'deh, R. E., & Al-Badi, A. (2018). The role of employees' empowerment as an intermediary variable between knowledge management and information systems on employees' performance. *VINE Journal of Information and Knowledge Management Systems*, 48(2), 217-237.
- Aburuman, N. M. (2016). The impact of administrative empowerment on creativity improvement among the workers of Jordanian public administration institute. *International Journal of Business and Social Science*, 7(1), 182-190.
- Ahsan, M. J. (2024). Cultivating a culture of learning: the role of leadership in fostering lifelong development. *The Learning Organization*.



- Al Maani, A. I., Al Adwan, A., Areiqat, A. Y., Zamil, A. M., & Salameh, A. A. (2020). Level of administrative empowerment at private institution and its impact on institutional performance: a case study. *Entrepreneurship and Sustainability Issues*, 8(2), 500.
- Al-bdareen, R. (2020). The impact of the administrative empowerment on the employee's performance management process. *International Journal of Asian Social Science*, 10(4), 193-206.
- Aldaihani, S. G. (2020). Administrative empowerment among Kuwait University staff and its effect on their job satisfaction. *Journal of Applied Research in Higher Education*, 12(2), 210-229.
- Ali, B. J., Hasan, H., & Oudat, M. S. (2021). Relationship among export, import and economic growth: Using co-integration analysis. *Psychology and Education Journal*, 58(1), 5126-5134.
- Al-Kaabi, H. S. (2016). The Role of Administrative Empowerment in Promoting Organizational Innovation. *Al-Muthanna Journal of Administrative and Economic Sciences*, 6(1), 24-40.
- Alkhwaldah, R. A., Al-zoubi, W. K., Alshalabi, F. S., Alawamleh, H. K., Alsaudi, M. A., Zant, M. A. A., & Al-assaf, A. H. (2021). The role of the empowerment strategy in achieving organizational ambidexterity in Jordanian telecom companies: the mediating role of creative behavior. *Academy of Strategic Management Journal*, 20(4), 1-15.
- Allevato, E. (2020). Organizational culture change: Growth mindset, positive psychology, and empowerment. *Social entrepreneurship and corporate social responsibility*, 439-454.
- Al-Nashmi, M. M., & Aldois, H. A. (2017). The Relationship between Administrative Innovation and Competitive Advantage in Yemeni Private Universities. *The Arab Journal for Quality Assurance in Higher Education*, 10(29), 181-199.
- Al-Omari, Z., Alomari, K., & Aljawarneh, N. (2020). The role of empowerment in improving internal process, customer satisfaction, learning and growth. *Management Science Letters*, 10(4), 841-848.
- Alshemmari, J. M. H. J. (2023). An empirical study on employee empowerment role in increasing efficiency of employee performance. *Journal of Logistics, Informatics and Service Science*, 10(1), 52-71.
- Baird, K., & Baard, V. (2021). Management controls and team effectiveness: the mediating role of team structural empowerment. *Journal of Management Control*, 32(4), 517-558.
- Barcelos, E. J. B. V. (2021). The role of contextual ambidexterity in building ambidextrous organizations in foreign subsidiaries in Brazil.
- Bella, K. M. J. (2023). The power of employee well-being: A catalyst for organizational success. *International Journal of Scientific Research in Modern Science and Technology*, 2(4), 20-26.
- Bhupla, S. K. (2022). *Empowerment, Trust and Control: A Management Paradox*. Nottingham Trent University (United Kingdom).
- Bloom, D. (2020). *Employee empowerment: The prime component of sustainable change management*. Productivity Press.
- Buisson, M. L., Gastaldi, L., Geffroy, B., Lonceint, R., & Krohmer, C. (2021). Innovative SMEs in search of ambidexterity: a challenge for HRM! *Employee Relations: The International Journal*, 43(2), 479-495.
- Caniëls, M. C., & Veld, M. (2019). Employee ambidexterity, high performance work systems and innovative work behaviour: How much balance do we need? *The international journal of human resource management*, 30(4), 565-585.

- Caniëls, M. C., Neghina, C., & Schaetsaert, N. (2017). Ambidexterity of employees: the role of empowerment and knowledge sharing. *Journal of knowledge management*, 21(5), 1098-1119.
- Chakma, R., Paul, J., & Dhir, S. (2021). Organizational ambidexterity: A review and research agenda. *IEEE Transactions on Engineering Management*, 71, 121-137.
- Clauss, T., Kraus, S., Kallinger, F. L., Bican, P. M., Brem, A., & Kailer, N. (2021). Organizational ambidexterity and competitive advantage: The role of strategic agility in the exploration-exploitation paradox. *Journal of Innovation & Knowledge*, 6(4), 203-213.
- Clauss, T., Kraus, S., Kallinger, F. L., Bican, P. M., Brem, A., & Kailer, N. (2021). Organizational ambidexterity and competitive advantage: The role of strategic agility in the exploration-exploitation paradox. *Journal of Innovation & Knowledge*, 6(4), 203-213.
- Collings, D. G., Wood, G. T., & Szamosi, L. T. (2018). Human resource management: A critical approach. In *Human resource management* (pp. 1-23). Routledge.
- E. Akins, E., Giddens, E., Glassmeyer, D., Gruss, A., Kalamas Hedden, M., Slinger-Friedman, V., & Weand, M. (2019). Sustainability education and organizational change: A critical case study of barriers and change drivers at a higher education institution. *Sustainability*, 11(2), 501.
- Ejaz, H., Shafique, I., & Qammar, A. (2024). The role of team cohesion and ambidexterity in enhancing employee adaptive performance: an examination of a multilevel model. *Journal of Organizational Change Management*.
- Ferreira, J., Coelho, A., & Moutinho, L. (2020). Dynamic capabilities, creativity and innovation capability and their impact on competitive advantage and firm performance: The moderating role of entrepreneurial orientation. *Technovation*, 92, 102061.
- Gajdzik, B., & Wolniak, R. (2022). Smart production workers in terms of creativity and innovation: The implication for open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(2), 68.
- Gil-Garcia, J. R., Guler, A., Pardo, T. A., & Burke, G. B. (2019). Characterizing the importance of clarity of roles and responsibilities in government inter-organizational collaboration and information sharing initiatives. *Government Information Quarterly*, 36(4), 101393.
- Gözükara, İ., Çolakoğlu, N., & Şimşek, Ö. F. (2019). Development culture and TQM in Turkish healthcare: importance of employee empowerment and top management leadership. *Total Quality Management & Business Excellence*, 30(11-12), 1302-1318.
- Grass, A., Backmann, J., & Hoegl, M. (2020). From empowerment dynamics to team adaptability: Exploring and conceptualizing the continuous agile team innovation process. *Journal of Product Innovation Management*, 37(4), 324-351.
- Günsel, A., Altındağ, E., Kılıç Keçeli, S., Kitapçı, H., & Hızıroğlu, M. (2018). Antecedents and consequences of organizational ambidexterity: The moderating role of networking. *Kybernetes*, 47(1), 186-207.
- Hassan, M., Ahmed, M., & Abo-talib, S. (2019). The effects of administrative empowerment on employees' job satisfaction in five-star resorts in Hurghada City. *International Academic Journal Faculty of Tourism and Hotel Management*, 5(1), 1-31.
- Helmy, I., Adawiyah, W. R., & Banani, A. (2019). Linking psychological empowerment, knowledge sharing, and employees' innovative behavior in SMEs. *The Journal of Behavioral Science*, 14(2), 66-79.
- Hirzel, A. K., Leyer, M., & Moormann, J. (2017). The role of employee empowerment in the implementation of continuous improvement: Evidence from a case study of a financial services provider. *International Journal of Operations & Production Management*, 37(10), 1563-1579.

- Iranmanesh, M., Kumar, K. M., Foroughi, B., Mavi, R. K., & Min, N. H. (2021). The impacts of organizational structure on operational performance through innovation capability: innovative culture as moderator. *Review of Managerial Science*, 15, 1885-1911.
- Jansen, J. J., Kostopoulos, K. C., Mihalache, O. R., & Papalexandris, A. (2016). A socio-psychological perspective on team ambidexterity: The contingency role of supportive leadership behaviours. *Journal of Management Studies*, 53(6), 939-965.
- Jerab, D., & Mabrouk, T. (2023). The evolving landscape of organizational structures: A contemporary analysis. Available at SSRN 4584643.
- JH Coun, M., Peters, P., Blomme, R. J., & Schaveling, J. (2022). 'To empower or not to empower, that's the question'. Using an empowerment process approach to explain employees' workplace proactivity. *The International Journal of Human Resource Management*, 33(14), 2829-2855.
- JH Coun, M., Peters, P., Blomme, R. J., & Schaveling, J. (2022). 'To empower or not to empower, that's the question'. Using an empowerment process approach to explain employees' workplace proactivity. *The International Journal of Human Resource Management*, 33(14), 2829-2855.
- Jhantasana, C. (2023). Reviewing ADANCO 2.3. 1 for a modern partial least squares structural equation model to be used in online education during the COVID-19 pandemic. *Asia Social Issues*, 16(4), e255152-e255152.
- Kagucia, C. N. (2022). *Employee Empowerment and Job Performance in National Polytechnics in Kenya* (Doctoral dissertation, JKUAT-COHRED).
- Kang, E. (2020). The relationship between reinforcement of employee's customer-centric behavior and employee motivation factors. *Advances in Social Sciences Research Journal*, 7(7), 338-347.
- Khalayleh, W., Masa'deh, R. E., & Al-Lozi, M. (2017). Administrative empowerment and its role on the work teams Performance: A literature review. *Journal of Social Sciences (COES&RJ-JSS)*, 6(4), 851-868.
- Kim, A. (2019). Human resource strategies for organizational ambidexterity. *Employee Relations: The International Journal*, 41(4), 678-693.
- Kock, N. (2024). Methods showcase—using PLS-SEM in business communication research. *International Journal of Business Communication*, 23294884241233281.
- Kumari, K., Ali, S. B., & Abbas, J. (2021). Examining the Role of Motivation and Reward in Employees' Job Performance through Mediating Effect of Job Satisfaction: An Empirical Evidence. *International Journal of Organizational Leadership*, 10(4).
- Kumkale, Ī. (2022). Organizational ambidexterity. In *Organizational Mastery: The Impact of Strategic Leadership and Organizational Ambidexterity on Organizational Agility* (pp. 1-22). Singapore: Springer Nature Singapore.
- Lee, J.S., Back, K.J. and Chan, E.S., (2015). Quality of work life and job satisfaction among frontline hotel employees: A self-determination and need satisfaction theory approach. *International Journal of Contemporary Hospitality Management*, 27(5), pp.768-789.
- Lee, S., & Meyer-Doyle, P. (2017). How performance incentives shape individual exploration and exploitation: Evidence from microdata. *Organization Science*, 28(1), 19-38.
- Legate, A. E., Hair, J. F., Chretien, J. L., & Risher, J. J. (2023). PLS-SEM: Prediction-oriented solutions for HRD researchers. *Human Resource Development Quarterly*, 34(1), 91-109.
- Levi, D., & Askay, D. A. (2020). *Group dynamics for teams*. SAGE publications.

- Li, C. R. (2016). The role of top-team diversity and perspective taking in mastering organizational ambidexterity. *Management and Organization Review*, 12(4), 769-794.
- Lin, J., Luo, X., Li, L., & Hsu, C. (2024). Unraveling the effect of organizational resources and top management support on e-commerce capabilities: Evidence from ADANCO-SEM and fsQCA. *European Journal of Information Systems*, 33(3), 403-421.
- Liu, Z. (2023). The Relationship between Innovation and Strategy. In *SHS Web of Conferences* (Vol. 178, p. 03018). EDP Sciences.
- Lunardi, M. A., Zonatto, V. C. D. S., & Nascimento, J. C. (2019). Effects of job involvement, managerial attitudes, and information sharing on controllers' performance in the budgetary context. *Revista Brasileira de Gestão de Negócios*, 21(03), 540-562.
- Luo, Z., Guo, J., Benitez, J., Scaringella, L., & Lin, J. (2024). How do organizations leverage social media to enhance marketing performance? Unveiling the power of social CRM capability and guanxi. *Decision Support Systems*, 178, 114123.
- Madi Odeh, R. B., Obeidat, B. Y., Jaradat, M. O., Masa'deh, R. E., & Alshurideh, M. T. (2023). The transformational leadership role in achieving organizational resilience through adaptive cultures: the case of Dubai service sector. *International Journal of Productivity and Performance Management*, 72(2), 440-468.
- Mahdi, D. S., Ahmed, M. A., & Rasheed, F. H. (2021). The role of job satisfaction in developing administrative performance and creativity: An empirical study in Iraq. *The Journal of Asian Finance, Economics and Business*, 8(6), 465-473.
- Mai, K. M., Welsh, D. T., Wang, F., Bush, J., & Jiang, K. (2022). Supporting creativity or creative unethicity? Empowering leadership and the role of performance pressure. *Journal of Business Ethics*, 1-21.
- Makridis, C. A., & Han, J. H. (2021). Future of work and employee empowerment and satisfaction: Evidence from a decade of technological change. *Technological Forecasting and Social Change*, 173, 121162.
- Martela, F. (2019). What makes self-managing organizations novel? Comparing how Weberian bureaucracy, Mintzberg's adhocracy, and self-organizing solve six fundamental problems of organizing. *Journal of Organization Design*, 8(1), 1-23.
- Maynard, M. T., Mathieu, J. E., Gilson, L. L., O'Boyle Jr, E. H., & Cigularov, K. P. (2013). Drivers and outcomes of team psychological empowerment: A meta-analytic review and model test. *Organizational Psychology Review*, 3(2), 101-137.
- Mei, L., Rentocchini, F., & Chen, J. (2023). Antecedents of strategic ambidexterity in firms' product innovation: External knowledge and internal information sharing. *Journal of Small Business Management*, 61(6), 2849-2878.
- Mohapatra, I., & Sundaray, B. K. (2018, March). Impact of employee empowerment on employee performance. In "International Journal of Advanced Technology and Engineering Research", *National Conference on Recent Trends in Science, Technology and Management* (Vol. 1, pp. 98-102).
- Mubarak, F., & Noor, A. (2018). Effect of authentic leadership on employee creativity in project-based organizations with the mediating roles of work engagement and psychological empowerment. *Cogent Business & Management*, 5(1), 1.
- Najm, H. A. J. (2018). The role of transformational leadership in achieving administrative creativity exploratory research on the views of sample of officials in the office of Iraqi Ministry of Education. *Al-Rafidain University College for Sciences*, (42).

- Nasifoglu Elidemir, S., Ozturen, A., & Bayighomog, S. W. (2020). Innovative behaviors, employee creativity, and sustainable competitive advantage: A moderated mediation. *Sustainability*, *12*(8), 3295.
- Newman, A., Neesham, C., Manville, G., & Tse, H. H. (2018). Examining the influence of servant and entrepreneurial leadership on the work outcomes of employees in social enterprises. *The international journal of human resource management*, *29*(20), 2905-2926.
- Ojo, K. S., & Volkova, N. V. (2023). Modelling Innovation competence profiles: the empowering roles of self-monitoring and resilience. *BMC psychology*, *11*(1), 293.
- Oudat, M.S., & Ali, B.J. (2021). The Underlying Effect of Risk Management on Banks' Financial Performance: An Analytical Study on Commercial and Investment Banking in Bahrain. *Elementary Education Online*, *20*(5),404-414.
- Papachroni, A., & Heracleous, L. (2020). Ambidexterity as practice: Individual ambidexterity through paradoxical practices. *The Journal of Applied Behavioral Science*, *56*(2), 143-165.
- Paredes-Saavedra, M., Vallejos, M., Huanchuire-Vega, S., Morales-García, W. C., & Geraldo-Campos, L. A. (2024). Work Team Effectiveness: Importance of Organizational Culture, Work Climate, Leadership, Creative Synergy, and Emotional Intelligence in University Employees. *Administrative Sciences*, *14*(11), 280.
- Potnuru, R. K. G., Sahoo, C. K., & Sharma, R. (2018). Team building, employee empowerment and employee competencies: Moderating role of organizational learning culture. *European Journal of Training and Development*, *43*(1/2), 39-60.
- Putra, R., & Kudri, W. M. (2024). Fueling success: unleashing the power of motivation, nurturing work environments, and cultivating organizational culture for peak job satisfaction and performance. *Luxury: Landscape of Business Administration*, *2*(1), 71-84.
- Rafash, S., & Al-Rubaie, M. (2015). The impact of job satisfaction in the success of organizations applied research in the board of Integrity/Investigations of the Middle Euphrates Offices. *Journal of College Administration & Economics for Economic & Administration & Financial Studies*, *7*(2),1-27.
- Rehman, M. (2022). *Impact of Empowering Leadership on Project Success with Mediating Role of Innovative Work Behavior and Moderating Role of Collaborative Culture* (Doctoral dissertation, CAPITAL UNIVERSITY).
- Rustiawan, I., Amory, J. D. S., & Kristanti, D. (2023). The Importance of Creativity in Human Resource Management to Achieve Effective Administration. *Journal of Contemporary Administration and Management (ADMAN)*, *1*(3), 144-149.
- Saenz, J., Aramburu, N., & Blanco, C. E. (2012). Knowledge sharing and innovation in Spanish and Colombian high-tech firms. *Journal of Knowledge Management*, *16*(6), 919-933.
- Shehadeh, H. K., Saelek, A. K. A. A., & Al-Mubaideen, M. A. (2024). The Role of Administrative Empowerment Strategies in Organizational Change Success: An Empirical Study in Jordanian Banks. In *Business Analytical Capabilities and Artificial Intelligence-enabled Analytics: Applications and Challenges in the Digital Era, Volume 2* (pp. 289-303). Cham: Springer Nature Switzerland.
- Shen, Y. (2018). Data sharing practices, information exchange behaviors, and knowledge discovery dynamics: a study of natural resources and environmental scientists. *Environmental Systems Research*, *6*(1), 1-14.
- Shibly, M., Alawamleh, H. A., Nawaiseh, K. A., Ali, B. J., Almasri, A., & Alshibly, E. (2021). The relationship between administrative empowerment and continuous improvement: An empirical study. *Revista Geintec-Gestao Inovacao E Tecnologias*, *11*(2), 1681-1699.



- Shibly, M., Alawamleh, H. A., Nawaiseh, K. A., Ali, B. J., Almasri, A., & Alshibly, E. (2021). The relationship between administrative empowerment and continuous improvement: An empirical study. *Revista Geintec-Gestao Inovacao E Tecnologias*, 11(2), 1681-1699.
- Song, Z., Gu, Q., & Cooke, F. L. (2020). The effects of high-involvement work systems and shared leadership on team creativity: A multilevel investigation. *Human Resource Management*, 59(2), 201-213.
- Supriyanto, A. S., Ekowati, V. M., Rokhman, W., Ahamed, F., Munir, M., & Miranti, T. (2023). Empowerment leadership as a predictor of the organizational innovation in higher education. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(2), 10.
- Turulja, L., & Bajgoric, N. (2018). Information technology, knowledge management and human resource management: Investigating mutual interactions towards better organizational performance. *VINE Journal of Information and Knowledge Management Systems*, 48(2), 255-276.
- Ubeda-Garcia, M., Rienda, L., Zaragoza-Saez, P. C., & Andreu-Guerrero, R. (2021). The impact of knowledge management on the internationalization, organizational ambidexterity and performance of Spanish hotel chains. *International Journal of Contemporary Hospitality Management*, 33(5), 1507-1531.
- Wang, S., De Pater, I. E., Yi, M., Zhang, Y., & Yang, T. P. (2022). Empowering leadership: Employee-related antecedents and consequences. *Asia Pacific Journal of Management*, 39(2), 457-481.
- Xiang, S., Chen, G., Liu, W., Zhou, Q., & Xing, S. (2019). An empirical study of the impact of goal orientation on individual ambidexterity—moderating roles of goal interdependence and constructive controversy. *Nankai Business Review International*, 10(3), 465-484.
- Zhang, Y. I., Wei, F., & Van Horne, C. (2019). Individual ambidexterity and antecedents in a changing context. *International Journal of Innovation Management*, 23(03), 1950021.



## الإبداع الإداري في المؤسسات السياحية والفندقية: أدوار التمكين والبراعة

دولت عز الدين شكرى<sup>١</sup> أحمد غيث<sup>٢</sup> الشيماء نشأت السيد مرتضى<sup>٣</sup>

<sup>١</sup>قسم الدراسات السياحية- كلية السياحة والفنادق - جامعة الفيوم

<sup>٢</sup>قسم الدراسات الفندقية - كلية السياحة والفنادق - جامعة الفيوم

### الملخص

إن دفع الموظفين نحو إبراز مواهبهم الإبداعية والمبتكرة قد يتطلب أن يكونوا مستقلين فكرياً وأن يكون لديهم فرق عمل متميزة، مع تزويدهم أيضاً بفرص قوية لمشاركة معارفهم في مختلف الاجتماعات والجلسات الحوارية بينهم وبين مشرفيهم المباشرين. لذلك تسعى هذه الدراسة إلى توضيح العلاقة بين التمكين والإبداع بين موظفي شركات السياحة والفنادق الفاخرة. علاوة على ذلك، يسلط هذا البحث الضوء على البراعة التنظيمية كمتغير وسيط في هذه العلاقة الكامنة. تم جمع البيانات من ٢٨١ موظفاً بفنادق فئة الخمس نجوم و ٣٦٠ موظفاً بشركات سياحية من الدرجة الأولى في القاهرة الكبرى. تم تحليل البيانات باستخدام ADANCO-PLS v. 2.4 لدراسة الاختلافات بين مجموعات موظفي الفنادق وشركات السياحة. أكدت نتائج التحليل متعدد المجموعات أن أبعاد التمكين الإداري (تبادل المعلومات، والاستقلالية، وتعزيز العمل الحر وفرق العمل) ذات تأثير موجب في البراعة التنظيمية لصالح عينة موظفي الفنادق. كما أن البراعة التنظيمية توسطت جزئياً بين أبعاد الإبداع الإداري والتمكين لصالح عينة موظفي الفنادق، باستثناء الاستقلالية التي كانت لصالح عينة موظفي الشركات السياحية. يقدم هذا البحث اقتراحات بناءة للأكاديميين والممارسين في قطاعي السياحة والضيافة.

### معلومات المقالة

**الكلمات المفتاحية**  
التمكين الإداري؛  
البراعة التنظيمية؛  
المنشآت الفندقية؛  
صناعة السياحة؛  
الإبداع الإداري.

**(JAAUTH)**

المجلد ٢٦، العدد ١،  
(٢٠٢٤)،  
ص ٤١١-٤٣٥.