

The impact of promotive psychological ownership on innovative work behavior in five-star hotels

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Abstract

This study seeks to explore the relationship between promotive psychological ownership (promotive PO) towards the hotel and the employee innovative work behavior (IWB) in Greater Cairo in Egypt. A simple random sample was chosen for this study. A questionnaire was designed covering the assumed relationships. Self-administered questionnaire forms were distributed to 700 employees in 30 five-star hotels. Total forms 577 were received representing a response rate of 82.42 %. There were 157 forms not valid hence, they were excluded. So, 420 forms were valid for further analysis. Data were analyzed using the partial least square (PLS.3) technique. The findings of this study inferred a positive relationship between promotive PO and IWB. In addition, the findings indicated a positive impact between some dimensions of promotive PO (i.e., self-efficacy, accountability, responsibility, and autonomy) on IWB. Finally, the findings have profound important implications such as top management of five-star hotels should consider developing employees' feelings of promotive PO towards their hotels through specific policies and strategies through work designs that provide employees with opportunities to gain knowledge, control, independence in their hotels, providing employees with information and the ability to make decisions to enhance their sense of accountability and responsibility and contribute to a sense of burden-sharing and influence through delegation to stimulate employee's IWB.

Keywords: Psychological ownership; promotive psychological ownership; innovation; innovative work behavior.

Introduction

Various industries have experienced a dramatic change in their product and services along with operational activities, due to competitiveness regarding products and services in many markets, as well as new trends, e.g., globalization, technological change, and digitalization in the current unpredictable environment (Boucher et al., 2019; Aguilar, 2019). All these factors drove organizations not only to employ top talent but also to retain talented employees who are psychologically attached to their jobs and their organization (Olckers & Plessis, 2014; Coetzee & Schreuder, 2014) and to face the huge change of acquiring a competitive edge. Hence, efficiency and productivity are not the only main cores of the organizational concentration now (Rouse, 2013). Thus, tremendous innovative activities, e.g., creating new products or services, adopting the latest technologies, getting space in the new market, and improving existing products and operational units which were observed in the past are progressively adopted in the recent time (Santoso, 2020). As a result, hotels have started to explore creative ways to attract and retain their guests by encouraging their employees to come up with creative and novel ideas related to hospitality products, services, and processes (Wang et al., 2014) to improve service quality and maintain sustainable growth (Hon, 2011). Thus, the main issue for organizations now is how to motivate their staff to stimulate and generate their creative ideas, and how to provide the conditions under which organization members can implement such ideas (Rady, 2010). Although

the importance of innovation in the hospitality industry is well established, few empirical studies have investigated employees' IWB in these organizations (Hon & Lui, 2016; Teng et al., 2020). Despite innovative initiatives, Beer & Nohria, (2000) suggested that only 30% of innovation programs may lead to successful organizational change. One of the suggested reasons for such a high failure rate is the ignorance of individuals' cognitive and affective feelings during the innovation process (Kiefer, 2005). People experience special feelings toward their ownership targets (e.g., hotels, jobs and ideas) and develop strong attitudes toward the relationships they build with the owned items. These possessive feelings toward objects appear to be highly psychological (Asatryan & Oh, 2008). The psychological (i.e., emotional and cognitive) bond with an ownership object represents the essence of what Pierce et al. (2001, 2003) called psychological ownership (PO) which comprises such both affective and cognitive elements that may improve employee innovation. This study aims to address promotive PO at the individual level as a potentially important factor that may affect and enhance employees' IWB in the hospitality industry.

Literature Review

Promotive psychological ownership

Pierce et al. (2001, p. 86) defined PO as "the individuals' state in which they thought that the target or object or a piece of that it is 'theirs' owner and invested in this organization, the target is called by possessive phrases, such as "my job," "my organization," or "this is MINE" (i.e., it is 'MINE')". Thus, employees feel they are the owners of the organization, have a sense of psychological tie or attachment to it and the organization is considered as a part of the employees' identity (McIntyre et al., 2009). Promotive PO is a positive sense that drives the individual to invest time and effort into developing the object. The promotive form expresses accomplishments and aspirations and shows more readiness to take the risk (Dawkins et al., 2017; Rau et al., 2019). Promotion goals include wishes, hopes and aspirations and representing the 'ideal self'. Avey et al. (2012) noted that the promotive PO emerges when individuals feel more efficacious, accountable for what happens, sense of belongingness about working with the target and personal identification with the target of ownership.

Pierce et al. (2001, 2003) identify the reasons for the state of PO in terms of the main genesis which refers to the three roots or motives of PO which include efficacy means the individual feels efficacious and practices control over the target/object. As well as self-identity refers to the target is a part of the person's self-identity when he/she felt like the owner. Finally, having a place that means belonging to an object makes an individual feels 'at home'. When triggering one or more of these motives to be satisfied a person begins to feel a sense of ownership for the target of ownership (Pierce & Peck, 2018). There are three "routes" through which PO emerges. A person can derive a sense of ownership as a result of their experience of anyone or any combination of these three routes. These routes involve developing control over the target, learning knowledge about the target intimately, and investing effort into the target (Pierce et al., 2001; Pierce et al., 2003; Pierce & Jussila, 2011; Brown et al., 2014a). These routes answer the question, how does PO emerge? What are the paths down which people travel that give rise to these feelings? What are the 'routes' to PO? Thus far, it is suggested that the phenomenon of PO is rooted in a set of human motives. Moreover, the individuals can feel ownership for various objects if these objects stimulate these motives to be satisfied (Pierce et al., 2001). In other words, the motives provide the reason for the existence of this feeling (why), while 'routes' layout means to develop this feeling (how) (Shukla & Singh, 2015).

Dimensions of promotive PO

There are six dimensions of promotion-orientated PO includes self-efficacy, self-identity belongingness, accountability, autonomy and responsibility (Avey et al., 2009; Olckers & Du Plessis, 2012; Pierce et al., 2001; Ocklers, 2013). Pierce et al. (2001) based their ownership construct on three dimensions: self-efficacy, belongingness, and self-identity. Avey et al. (2009) expanded this structure by proposing the concepts of territoriality and accountability as additional dimensions. Finally, building on these theoretical models and further literature review, Olckers and Du Plessis (2012) added the dimensions of autonomy and responsibility; they summarized the dimensions of promotive PO into six dimensions that impact the extent to which an individual feels PO. These dimensions are further described as follows:

Self-Efficacy

Sense a self-efficacy can be defined as the belief in self competencies and skills which help successful performance in a particular mission to achieve certain behavioral goals (Bandura et al., 1999, Gong et al., 2020). While Avey et al. (2009) defined self-efficacy as an individual's belief that he/she is capable of performing certain tasks and complete successfully. Self-efficacy in the organizational context refers to how well a particular task is executed when employees face challenges or a difficult task (Alessandri et al., 2015; Obers, 2019).

Self-identity

Self-identity is defined as a personal cognitive bond between a person and an object or a target (e.g., the organization) and it expresses the perception of an individual about oneness with the target (Pierce et al., 2003). The self-identity concept refers to the phenomenon of the target becoming an "extension" of the owner. Individuals establish, maintain and transform their self-identity by interacting with their possessions or targets of ownership, along with a reflection on its meaning to them (Kuzminykh & Cauchard, 2020).

Belonging

Individuals have a pressing need for a certain place, i.e., a personal area or space where they can dwell and will feel at 'home' to satisfy the inherent psychological need to belong. In other words, concerning PO, the belongingness in organizations refers to the extent to which individuals feel 'at home' in their workplace (Weil, 2003). Feelings of PO through the individual psychological attachment to a target of possession or a place and the strong sense of identification with turning these possessions or places into the feeling of 'at home' (Pierce et al., 2001).

Accountability

Accountability can be defined as "the implicit or explicit expectation that one may be called on to justify one's beliefs, feelings and actions to others" (Lerner & Tetlock, 1999, p. 255). Accountability is related to voluntarily accepting responsibility and confirming transparency and answerability (Wood & Winston, 2007). According to Pierce et al. (2001), individuals who feel an increased feeling of PO will behave as the conscience of others and will request others to account for the effects on their target of ownership.

Autonomy

Ryan & Deci (2006) defined autonomy as the regulation of the self and the extent to which a person needs or is eager to experience individual initiative in performing in the organization. The ability to exercise influence and control over objects forms an important aspect of possession and ownership. Amabile (1983) and Utman (1997) accentuated that promoting autonomy drives individuals to feel attachment and intimacy. Mayhew et al. (2007) provided evidence that if employees are empowered and allowed to exercise control over important aspects of their work arrangements, work-related attitudes and other behaviors are promoted which improves their sense of ownership. Kuzminykh & Cauchard (2020) denoted that when individuals realize a device as theirs, they feel a sense of autonomy to decide when and how to use it.

Responsibility

Responsibility for a target is considered as an inherent part of a sense of ownership. As Van Dyne & Pierce (2004) point out possession drives people to protect and defend their rights which are closely related to a sense of responsibility. This may include either improvement or controlling and limiting access by others to the target. Responsibility clarifies the dimension of accountability (Olckers & Du Plessis, 2012). For example, acceptance of accountability is voluntary (Wood & Winston, 2007). Responsibility could be externally delegated or enforced by an individual (Olckers, 2013). Thus, PO is accompanied by an enhanced sense of responsibility for the target and the associated implicit right to control and influence associated with ownership also leads to a sense of responsibility (Pierce et al., 2001; Wang et al., 2006).

Innovative work behaviour

IWB is “an employee's intentional introduction or application of new ideas, products, processes, and procedures” (Yuan & Woodman, 2010, p. 324). Innovative behavior is an individual-level phenomenon (De Jong & Den Hartog, 2010). As stated in Newman et al. (2018) employees are responsible for 80% of new ideas for implementation. Innovative behavior is an explanatory construct that describes tasks and activities, performed by employees and required by innovation development (Messman & Mulder, 2012). It constitutes the micro-foundations of organizational innovation (Lukes & Stephan, 2017). Any organizational innovation is discovered, developed, endorsed, and implemented by an organization's employees, who need to go beyond their established daily routines and job descriptions to search for new technologies, suggest new practices, apply new methods, or secure new resources (Burgi-Tian, 2020). It is a form of innovation at the individual level that is very important to improve the competitive advantage. Individuals need to have the ability to work outside of routine activities e.g., finding new technology, implementing new work methods and conducting investigations to implement new ideas (De Jong & Den Hartog, 2010). So, IWB is not only an individual intention to generate new ideas, but also introduces and applies these ideas for efficiency and effectiveness of problem-solving.

Dimensions of innovative work behavior

De Jong & Den Hartog (2010) developed a model to review and measure employee innovation behaviors which consisted of four dimensions (i.e., idea generation, idea exploration, idea champion and idea implementation). Later, Lukes & Stephan (2017) modified the previous model and added other dimensions to provide a six-dimensional model (i.e., idea generation, idea

search, idea communication, implementation of starting activities, involving others, overcoming obstacles).

Idea Generation

Sources of innovation are numerous and highly dependent on the economic sector in which the company operates (Baranskaitė & Labanauskaitė, 2020). De Jong & Den Hartog (2010) argued that the key to idea generation resides in combining and reorganizing information and existing concepts for solving problems or improving performance. In other words, idea generation includes manipulating already existing pieces or ideas into a new whole. Generally, idea generation refers to new products, services or processes.

Idea search

The perspective is consistent with findings that entrepreneurial and innovative activities may be based on searches of existing knowledge sources (e.g., Tang et al., 2012). Karlsson & Skålen (2015) observed that employees generated ideas from three sources, namely, customer knowledge, product knowledge and practice knowledge. Customer knowledge is generated from interactions with customers. Product knowledge is gained through co-creating with customers and through the managerial process. Practice knowledge is obtained through the co-creating process with customers where employees gain experience in carrying out practices to recognize a value proposition. Hence, the use of these three types of knowledge may enable employees to generate innovative ideas (De Jong & Den Hartog, 2010).

Idea Exploration

Idea exploration refers to considering methods to improve “current” products, services or processes or pondering new ways to introduce them (De Jong & Den Hartog, 2010). Greve (2007) suggested that exploration is an essential activity for organizations, where organizational exploration is the process of searching for knowledge, the use of unfamiliar technologies and the creation of products with unknown demand. Hence, Ingerslev (2014) opined that searching for knowledge of the problem and existing solutions marks the beginning process of exploration. Therefore, finding new knowledge through discovery can support the exploration process, which may lead to improved growth and performance (Jenkin et al., 2013).

Idea Championing

De Jong & Den Hartog (2010) posited that the majority of ideas need to be promoted due to the lack of similarity to current processes and procedures. Because ideas are so different from typical procedures, the concern for return on investment regarding developing and implementing innovative ideas is unknown and the probability resistance of innovative ideas may arise. Howell et al. (2005) defined idea champions as individuals who informally emerge to actively and enthusiastically promote innovations through the crucial organizational stages. Idea champions must be willing to promote the idea, have a personal commitment to the idea, be persistent, and spread the idea through informal networks, as well as risk personal position and reputation to ensure the success of an idea.

Idea Implementation

The implementation of ideas surely enhances the continued success of innovative ideas for the

organization. Škerlavaj et al. (2014) explained why highly creative ideas are more difficult to implement than moderately creative ones because of their novelty, risky nature that inevitably draws objections and because they are generally more complicated to deliver. Highly creative ideas often require an abundance of resources to implement, so the implementation stage of innovation may present a significant challenge within some industries with limited resources. Idea implementation describes the process of converting ideas into new (radical) or improved (incremental) products, services, or ways of doing (Badir et al., 2019). Lukes & Stephan (2017) divided this dimension to other three sub-dimensions:

1. Implementation starting activities (e.g., starts preparing implementation plans, this entails anticipating problems and proactively developing contingency plans and acquiring funds and resources).
2. Involving others (e.g., engaging other people in the implementation, communicating a vision of what is required for the innovation and displaying enthusiasm and confidence about it)
3. Overcoming obstacles. A key challenge in the implementation stage is to overcome obstacles, barriers and resistance. This is achieved by adapting the idea or implementation plans until a product, service or process has been improved (Howell et al., 2005).

Conceptual framework

The PO construct is an important individual-level predictor of workplace motives (Brown et al., 2005; Pierce & Jussila, 2011; Pierce et al., 2009). Accordingly, there are positive and negative effects of PO towards organization on employee innovation. Firstly, as for positive effect of PO towards an organization, Kark & Van Dijk (2007, p.502) noted that, “individuals who operate primarily within the promotion focus are more concerned with accomplishments and aspirations and show more willingness to take risks.” Thus, as individuals are willing to take the risk and accomplish targets it may automatically result in being innovative and creative. Additionally, Blau’s (1964) social exchange theory suggests that behaviors are shaped by perceptions and attitudes. Thus, behaviors are the product of an exchange relationship and with considering promotive PO towards an organization as an attitude (Yildiz & Yildiz, 2015), IWB may be considered a positive result of promotive PO towards organization. This is confirmed by Rau et al. (2019) also who stated that the high levels of PO are related to employees’ attitudes and behaviors. Especially, the readiness to work with the target and the feeling of being more accountable for the target will foster innovative behavior. Moreover, Liu et al. (2019) have noted psychological traits and processes are predictors of an individual’s IWB, and they have demonstrated that PO has a positive influence on employees’ IWB. They concluded that the feeling of belongingness of employees strengthens individuals’ possessive feelings and inspires a sense of responsibility. This would energize them to engage in IWB in their respective organizations, since it affords them to influence and power, a sense of control, and feeling of security (Pierce et al., 2004; Dawkins et al., 2017). Leyer et al. (2021) also investigated the relationship between the level of PO and process innovation. Their study answered the research question of how PO could affect employees’ process innovation behaviour regarding incremental and radical process innovation. They found that PO is an important factor in supporting incremental innovation behaviour. Accordingly, properties must invest in generating PO on the operational level to develop the innovation process. Additionally, Atatsi et al. (2021) concluded that PO has the potential to positively affect the level of innovative work behaviour and task performance among nurses. They also mentioned that nurses who feel strong attachment with

their organizations are more likely to take initiative in their work, and thus find innovative means to improve upon their work performance.

According to the self-efficacy theory of Bandura (1999), an individual's self-assessed creativity can be viewed as confidence in one's abilities in the context of a given activity, such as creative thinking, seeing possibilities, and generating new ideas and solutions. Previous studies have found that employees with stronger creative self-efficacy are more likely to engage in higher levels of creativity in their work (Gong et al. 2009). The sense of belongingness that is induced by the interaction motivates the individual in the workplace and ensures that s/he enacts positive behaviors (Özsungur, 2020). The relationship of employees' IWB and belongingness in hospitality industry has not been previously examined. Özsungur (2020) inferred positive and significant effects of workplace belongingness on exploitative and exploratory innovations in the IT industry. However, the relationship between innovative behaviors of employees or and belongingness in hospitality industry has not been previously examined.

Some studies have also explored how creativity in organizations is influenced by creative self-efficacy (Tierney & Farmer, 2002) and creative role identity (Farmer et al., 2003). For individuals who identify strongly with their organization, the organization becomes part of their self-concept. They adopt its values, norms, and goals, and thus become more likely to act in support of the organization, to adhere to its norms, and to further its goals. Thus, they are more willing to take innovative actions to confirm their identity (Schweisfurth & Raasch, 2020). Accountable individuals expect that what they say or do will have personal consequences for them; anticipate that their performance will be observed and assessed by another prominent audience and, thus, rewards and sanctions are contingent upon on the evaluations of another salient audience; anticipate that they are required to give reasonable explanations for their words and behaviors (Frink et al., 2008). Later, Kuo et al. (2021) inferred that higher felt accountability motivates employees to elaborate on work-related information, which in turn promotes their innovative behavior at work but under high transformational leadership.

A sense of responsibility towards the organization gradually reduces the worries of employees and improves employees' job satisfaction, work happiness and self-esteem (Van Wingerden et al., 2018). As a result, employees are more likely to consider themselves as a part of the company and their commitment to the firm is improved (Wei et al., 2014; Li et al., 2019). Based on the self-determination theory (Ryan & Deci, 2000), a sense of autonomy encourages individuals to initiate work behavior and make work decisions. Perceived autonomy provides employees more opportunities to experiment with their new ideas (Ohly et al., 2006) and is positively related to innovative behavior (Helmy et al., 2019). Accordingly, as shown in Fig.1 we can suppose that:

H1: Promotive PO positively affects IWB.

H2: Self-Efficacy positively affects IWB.

H3: Self-Identity positively affects IWB.

H4: Belongingness positively affects IWB.

H5: Accountability positively affects IWB.

H6: Responsibility positively affects IWB.

H7: Autonomy positively affects IWB.

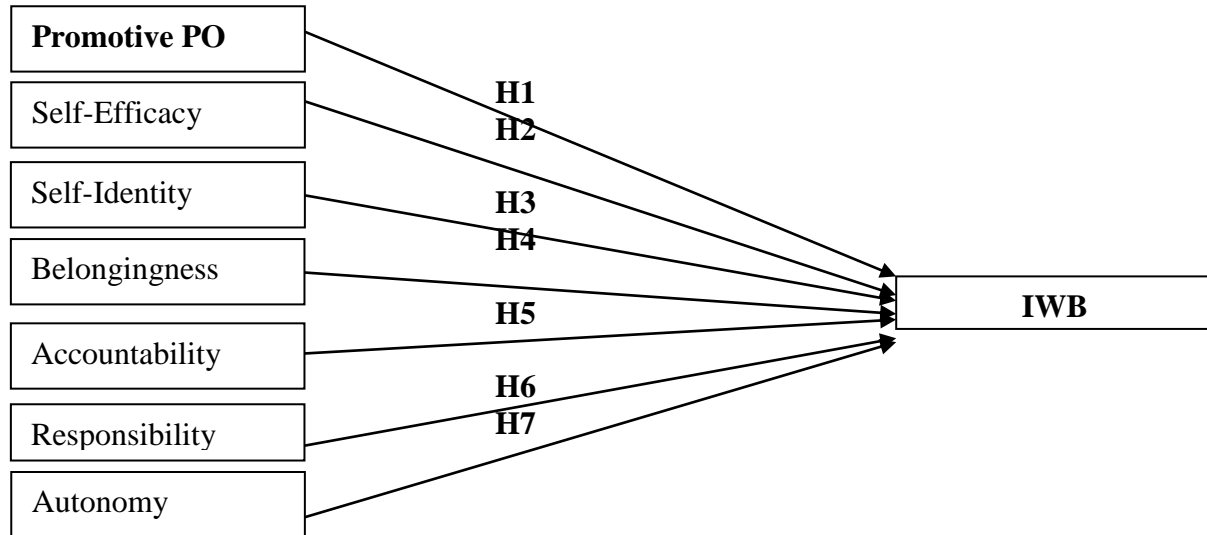


Figure (1): Conceptual framework of the study

Materials and Methods

Sampling and Data Collection

There are 23500 employees working in 30 five-star hotels in Greater Cairo, they represent the population for this study. These categories of the hotels (i.e., five-star hotels) are more likely to be engaged in innovative activities and investment in their human capital than other categories of hotels (Alzyoud, 2019). Moreover, the Greater Cairo was chosen as a geographic area for investigation in this study as it is the largest region in Egypt. Furthermore, it is accessible which may save time, money and facilitate data collection. To calculate the sample size, the Steven K. Thompson equation has been used as the follows (Thompson, 2012, p.59). Accordingly, the minimum number of respondents should be 377. A simple random sample was used in this study. Self-report questionnaire forms were distributed to 700 employees in the selected sample to ensure the adequate number of correct questionnaires. A well-planned questionnaire can generate effective and accurate data (Taherdoost, 2016). Forms were distributed among three categories of respondents; managers, supervisors and workers or technicians and they were asked to self-report their perceptions and behaviors related to the study topic. Data were collected during August and December 2021. The research methodology was quantitative in nature. Total forms 577 were received representing a response rate of 82.42 %. There were 157 forms not valid (e.g., not completed, or had duplicated answers to the same question), thus, they were excluded. So, 420 forms were valid for further analysis.

Measures

The questionnaire form consisted of three main sections to facilitate the data analysis process. The first section contained 8 items about the demographics of the respondents and other work-related information. The second section was about the promotive PO on the individual level. A total number of 25 items representing six dimensions of promotive PO were used which was adopted from Avey et al. (2009). Avey et al. (2009) provided a validated four dimensions scale to measure promotive PO namely, self-efficacy, self-identity, belongingness and accountability, in addition, Olckers et al., (2017) provided a validated six dimensions scale by adding two new dimensions to the older scale of Avey et al. (2009), namely, responsibility and autonomy. The third part measured the level of IWB including 19 items representing six dimensions of IWB

based on the scale of Lukes & Stephan (2017). All participants responded to the validated survey items on a six-point Likert scale (1=strongly disagree to 6 =strongly agree).

Data Analysis

Demographics of Respondents

The questionnaire used for this study included eight items concerning the demographic characteristics of respondents and other work-related information. The respondents were asked about their gender, age, level of education, department, job class, if this hotel was the first, they worked at, organization tenure in this hotel and years of experience in the hospitality industry. The demographic profile of the participants of the study is presented in Table 1.

Table (1): Sample profile

Items		Freq.	%
Gender	Male	313	74.5
	Female	107	25.5
Age	less than 30 years	144	34.3
	30 years - less than 40 years	178	42.4
	40 years - less than 50 years	63	15.0
	50 years and more	35	8.3
Level of education	Technical education	143	34.0
	Bachelor	241	57.4
	Postgraduate	36	8.6
Department	Guest contact	275	65.5
	Non-guest contact	145	34.5
Job class	Manager	84	20.0
	Supervisor	151	36.0
	Employee/Technician	185	44.0
Is this hotel the first one you worked in	Yes	190	45.2
	No	230	54.8
Organizational tenure in this hotel	less than 3 years	103	24.5
	3 years - less than 6 years	127	30.2
	6 years and more.	190	45.2
Years of experience in the hospitality industry	less than 3 years	73	17.4
	3 years - less than 6 years	111	26.4
	6 years and more.	236	56.2

Hypothesis Testing

The conceptual models and the hypothesized relationships were tested using PLS-SEM through SmartPLS 3 software and SPSS v. 26 for descriptive statistics. The first step in evaluating the PLS-SEM results involved examining a set of criteria for the measurement model. Reflective measurement model specifications were applied, meaning that the direction of causality is from the constructs to their observed variables or claims. When the measurement model assessment was satisfactory, the next step was to assess the structural model.

The Measurement Model (Outer Model)

To assess the reflective measurement model, convergent validity, internal consistency reliability, and discriminant validity were examined. Convergent validity is the extent to which a variable correlate positively with alternative variables used to measure the same construct. This was evaluated using variable loadings and average variance extracted (AVE). Internal consistency reliability provides estimates of a construct’s reliability based on the magnitudes of the intercorrelations of the observed variables, which were evaluated with composite reliability and Cronbach’s alpha as shown in Table 2.

Table (2): Item loadings and construct reliability and validity

Construct	Dimension	Items	Factor Load	Ave	CR	Cronbach’s alpha
Promotive Po	1. Self-efficacy	Sef1	0.898	0.838	0.939	0.909
		Sef2	0.929			
		Sef3	0.932			
	2. Accountability	Acc1	0.838	0.593	0.813	0.818
		Acc2	0.895			
		Acc3	0.834			
	3. Sense of Belongingness	Bel1	0.930	0.907	0.967	0.915
		Bel2	0.934			
		Bel3	0.909			
	4. Sense of Self Identify	Id1	0.870	0.815	0.930	0.877
		Id2	0.932			
		Id3	0.893			
	5. Responsibility	Res1	0.846	0.737	0.951	0.928
		Res2	0.840			
		Res3	0.878			
		Res4	0.843			
		Res5	0.859			
		Res6	0.755			
	6. Autonomy	Aut1	0.822	0.685	0.929	0.923
		Aut2	0.861			
		Aut3	0.875			
Aut4		0.895				
Aut5		0.860				
Aut6		0.788				
Innovative work Behavior	a. Idea generation	Gen1	0.826	0.727	0.889	0.853
		Gen2	0.913			
		Gen3	0.896			
	b. Idea search	Sch1	0.884	0.809	0.927	0.854
		Sch2	0.857			
		Sch3	0.898			
	c. Idea communication	Com1	0.853	0.850	0.958	0.915
		Com2	0.903			
		Com3	0.921			
		Com4	0.895			
	d. Implementation starting	Act1	0.917	0.765	0.907	0.903

	activities	Act2	0.919			
		Act3	0.908			
e. Involving others		Inv1	0.893	0.748	0.898	0.882
		Inv2	0.930			
		Inv3	0.876			
f. Overcoming obstacles		Obs1	0.890	0.631	0.868	0.896
		Obs2	0.919			
		Obs3	0.922			

Discriminant validity is the extent to which a construct is distinct from other constructs and, as suggested by Hair et al. (2017), this was assessed with the heterotrait–monotrait (HTMT) ratio of correlations between constructs. The test is to ascertain that the 95% confidence interval of the HTMT value does not include the value of 1, as was the case for the two constructs in this study (promotive PO and IWB) as shown in table (3). The remaining rule-of-thumb assessment criteria, based on Hair et al. (2017), are reported in table (3). As can be seen, all criteria were met, providing evidence of a measurement model that is both reliable and valid. In addition, collinearity between the latent variables was examined using the variance inflation factor (VIF) values. All VIF values were lower than 5, indicating no multi-collinearity problems.

Table (3). Heterotrait–Monotrait Ratio (HTMT).

	ACC	ACT	AUT	BEL	COM	GEN	ID	INV	OBS	RES	SCH	SEF
ACC												
ACT	0.660											
AUT	0.577	0.613										
BEL	0.607	0.524	0.542									
COM	0.632	0.764	0.530	0.482								
GEN	0.650	0.727	0.564	0.495	0.819							
ID	0.669	0.613	0.566	0.833	0.575	0.578						
INV	0.549	0.727	0.518	0.491	0.764	0.669	0.571					
OBS	0.604	0.679	0.518	0.501	0.742	0.712	0.525	0.681				
RES	0.667	0.605	0.569	0.525	0.745	0.707	0.622	0.666	0.737			
SCH	0.541	0.692	0.495	0.501	0.769	0.778	0.527	0.752	0.671	0.692		
SEF	0.717	0.499	0.410	0.582	0.585	0.539	0.512	0.553	0.589	0.675	0.546	

Structural Model (Inner Model)

This is the second step, when evaluating the structural model. Five criteria were used, the significance of the path coefficient (i.e., p-value) to test the hypotheses, coefficient of determination (R^2), effect size (F^2), predictive Relevance (Q^2) and finally goodness of fit (GoF) (Hair et al., 2014). The standardized path coefficient between promotive PO and IWB was high as ($\beta= 0.794, p=0.000$) as shown in fig.2. There were also statistically significant positive relationships between some dimensions of promotive PO (i.e., self-efficacy, accountability, responsibility and autonomy) and IWB as shown in fig.3. The standardized path coefficient between the responsibility and IWB was the highest as ($\beta = 0.434 p=0.000$), then autonomy with ($\beta = 0,173 p=0.001$), accountability with ($\beta = 0.132, p=0.004$), and finally self-efficacy with ($\beta = 0.111, p=0.035$). However, there were no statistically significant relationships between some other dimensions of promotive PO (i.e., belongingness and self-identity) and IWB. The relation between belongingness and IWB was the weakest with ($\beta = 0.122, p=0.813$)

and lastly, self-identity with ($\beta = 0.017$, $p = 0.78$). Furthermore, table (4) summarizes the results of the hypotheses-testing.

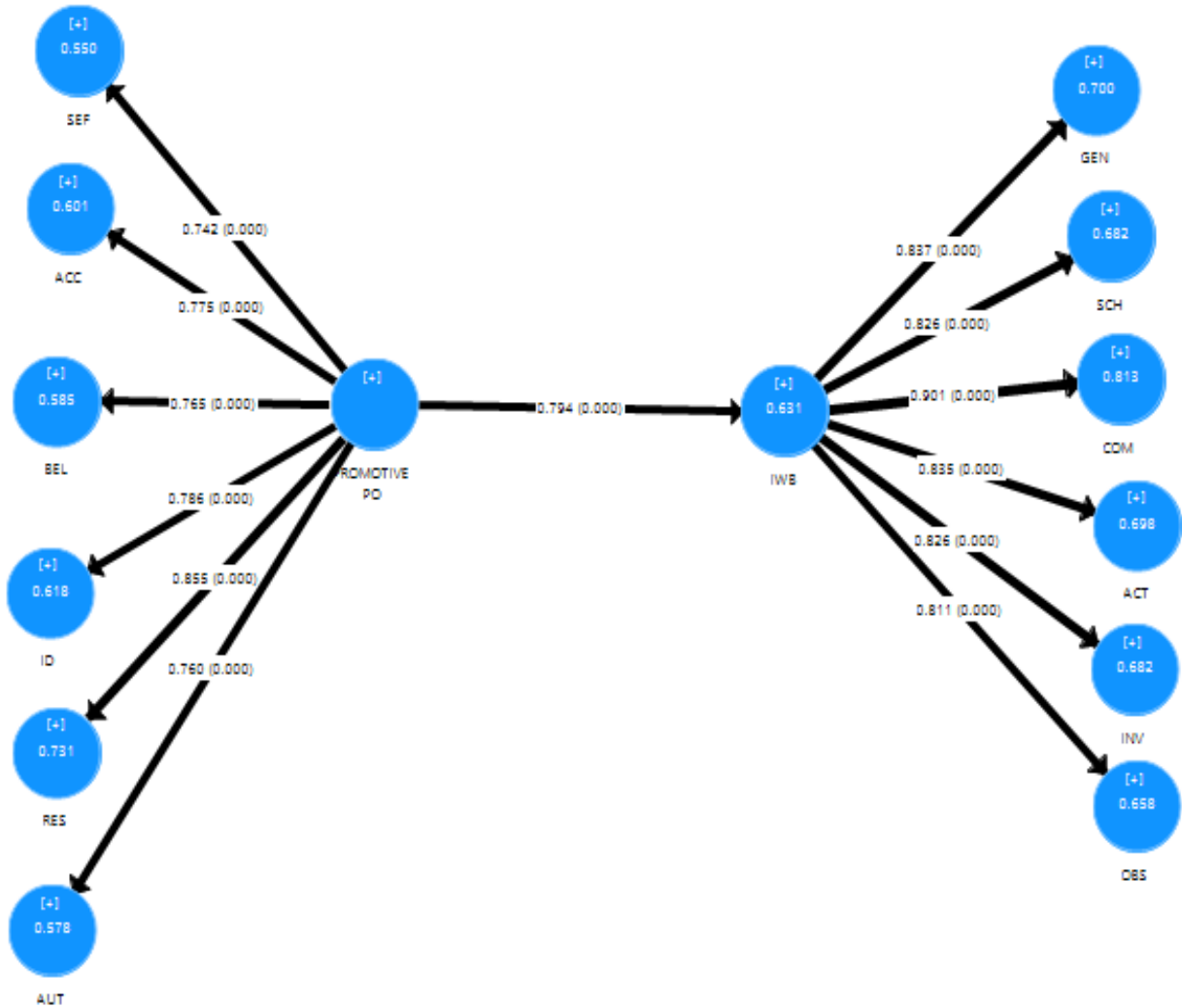


Figure (2): Structural Model of the Direct Relationship among promotive PO and IWB

The R^2 squared value, also known as the coefficient of determination, is an important criterion for assessing the structural model in PLS-SEM (Hair et al., 2011; Hair et al., 2012; Henseler et al., 2009). The coefficient of determination R^2 represents the squared correlation between the predicted values of the constructs and actual values. It is a measure to assess the predictive power of the model, through the explained variance of the endogenous variables (Peng & Lai, 2012). The R^2 value of IWB for promotive PO was (0.631) and for its dimensions was (0.654) which reflects a moderate ability to explain variance in IWB. Chin (1998) suggested that the values of R^2 that > 0.67 is considered high, while values ranging from 0.33 to 0.67 are moderate, whereas values range between 0.19 to 0.33, are weak and any R^2 values ≤ 0.19 are not acceptable.

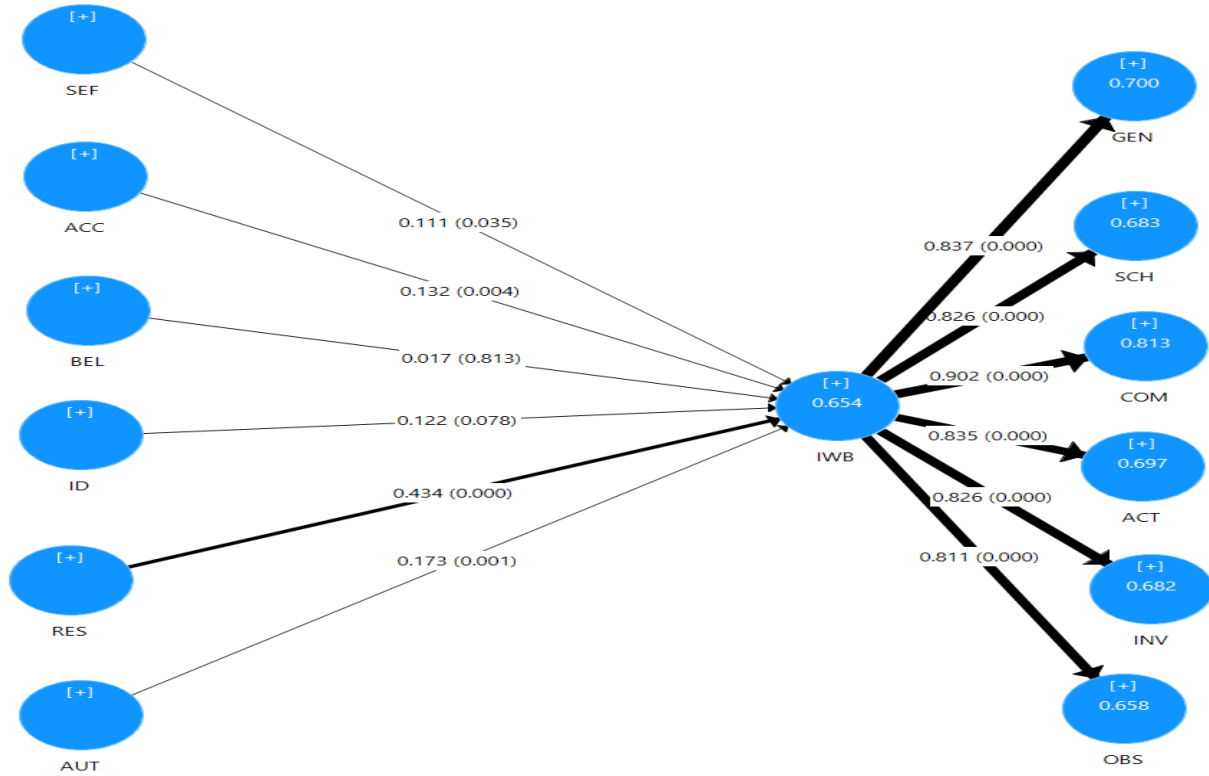


Figure (3): Structural Model of the Direct Relationship among dimensions

To evaluate changes in the R^2 when a claim is omitted from its latent variable, effect size indicates the relative effect of a particular exogenous latent variable (i.e., promotive PO) on the endogenous latent variable (i.e., IWB) by means of changes in the R squared (Chin, 1998). According to the guidelines of Cohen (1988) the impact values differ, if F^2 value is > 0.35 , it has a large/ strong effect size, if F^2 value ranges from 0.15 to 0.35, it has a medium effect size, if F^2 value ranges from 0.02 and 0.15, it is considered a small effect size and if F^2 value is < 0.02 , it has no effect size. The F^2 effect size value of model three for belongingness (0.00) < 0.02 had not effects on IWB. F^2 of accountability, autonomy and self-identity were (0.024), (0.053) and (0.15) respectively which range from 0.02 and 0.15 which indicate small effects on IWB. F^2 of self-efficacy was (0.18) indicating medium effects on IWB. Finally, the f^2 effect size value of responsibility had the highest effect with (0.25) which reflects a medium effect size on IWB as f^2 ranges from 0.15 to .35. We also investigated its out-of-sample predictive power (Q^2). The value of endogenous latent variable(s) (i.e., IWB) should be greater than zero which supports the claim that this study models have adequate ability to predict. We used the PLS-SEM method to analyze our reflective model. Thus, to obtain Q^2 values, the blindfolding method was used to obtain cross-validated redundancy values. Moreover, predictive relevance values differ when measuring Q^2 . Q^2 of the promotive PO model was 0.356 and Q^2 of dimensions of the promotive PO model was 0.358. These results reflect strong predictive power. Finally, we evaluated Goodness of Fit for two models, Tenenhaus et al. (2005) defined GoF as the global fit measure, it is the geometric mean of both average variances extracted (AVE) and the average of R^2 of the endogenous variables. The purpose of GoF is to account on the study model at both levels, namely measurement and structural model with a focus on the overall performance of the model (Chin, 2010; Henseler & Sarstedt, 2013). The calculation formula of GoF is $(GoF = \sqrt{R^2 \times AVE})$.

Wetzels et al. (2009) identified the value of GoF and its fit degree. If GoF is < 0.1, it means the model is no fit, if GoF is between 0.1 to 0.25 it means the model is a small fit, if GoF is between 0.25 to 0.36 it means the model is medium fit and finally, if GoF is > 0.36 it means the model is large fit. In our case, GoF for the effect of dimensions of promotive PO on IWB model $=\sqrt{(0.654 \times 0.75875)} = 0.6995$. This result means that model of dimensions of promotive PO is a large fit.

Table (4): Summary of the hypothesis-testing results.

Hypo	Relationship	Result
H1	Promotive PO → IWB	Supported
H2	Self-Efficacy → IWB	Supported
H3	Self-Identity → IWB	Not Supported
H4	Belongingness → IWB	Not Supported
H5	Accountability → IWB	Supported
H6	Responsibility → IWB	Supported
H7	Autonomy → IWB	Supported

Discussion

The results of our PLS-SEM analyses revealed five significant findings. First, IWB was related to promotive PO. IWB was related to some dimensions of promotive PO (i.e., self-efficacy, accountability, responsibility and autonomy). Employees who work within a promotional environment are more interested in accomplishments and aspirations and are more willing to take risks (Kark & Van Dijk, 2007). Thus, as individuals are willing to take the risk and accomplish goals it may automatically result in being innovative and creative for gaining a competitive advantage (Rau et al., 2019). Singhi & Singh (2016) emphasized that a high level of promotive PO will increase organizational innovation. Based on social cognitive theory (Bandura, 1971), the perception of self-efficacy leads to higher levels of innovative behavior for two main reasons. First, individuals with high self-efficacy feel confident in their knowledge and skills to generate ideas and implement these ideas in the workplace. In addition, they are willing to spend extra time and effort to provide and generate ideas to solve the problems in a novel way (Helmy et al., 2019). Second, employees feel highly qualified in handling the challenges and uncertain conditions creatively faced in the workplace (Richter et al., 2012). Self-efficacy provides an individual with the ability to control and influence to sustain desirable outcomes of actions with the target (i.e., positive behaviors towards organization). Employees who have a sense of autonomy feel that they have the authority to do their job in their own way. Hence, they free themselves from rigid work rules and routines. In addition, the innovation process includes trials and failures. The feeling of autonomy enables employees to try new ideas with less fear and anxiety. Furthermore, they will be more proactive in generating new ideas to achieve their tasks. Therefore, it can improve creativity and innovative behavior (Helmy et al., 2019). When an employee is high accountable to organization, s/he will work for the growth and development of the organization as s/he will consider herself/ him accountable for the success or failure of the organization (Singhi & Singh, 2016). Kuo et al. (2021) found that high sense of accountability motivates employees to engage in task-relevant information elaboration, which in turn facilitates their IWB.

In the organizational context, where employees have a strong feeling of ownership in an organization, they tend to engage in certain protective behaviors (e.g., innovative behavior)

resulting from a sense of responsibility. Similarly, when employees feel responsible for their organization, they invest themselves into that organization through energy, time and concern (Avey et al., 2009). As employees want to feel that they are the cause of constructive developments (Pierce & Jussila, 2011). Our findings indicate that IWB did not relate to self-identity. This finding is inconsistent with the results of previous studies (Farmer et al., 2003; Jaussi et al., 2007; Schweisfurth & Raasch, 2020). Perhaps the introduction of novelty (e.g., new ideas, services or products) carries a risk to some individuals. Consequently, this would drive them to take off work routines. Hence, if individuals conceive novelty as a threat, a strong identity will not lead to innovative behavior as this might represent as a peril for their stability and self-concept (Janssen and Huang, 2008; Litchfield et al., 2018). According to identity theory, individuals will perform behaviors that reflect their identity to achieve consistency between their perceptions and identity meanings (Cast, 2003). Furthermore, based on Self-Discrepancy Theory (Higgins, 1989), employees' inconsistency with their surrounding environment creates psychological discomfort and stress, which minimizes their ability to generate new ideas (Tsegaye & Malik, 2019). Shamir et al. (1993, p. 581) mentioned that "We 'do' things because of what we 'are', because by doing them we establish and affirm an identity for ourselves". Thus, new ideas, service, and product may not be consistent with employees' values and norms. This might restrict them from generating and implementing these ideas or provide that service or product. Self-identity also encourages individuals to support their territoriality, e.g., by marking or defending their territory. If they were defensive markers, they stop others from accessing marked objects (Kuzminykh & Cauchard, 2020).

Our findings also revealed that IWB did not relate to sense of belonging. This result contradicts with previous studies (Özsungur, 2020). Workplace belongingness of the employee stems from comparing the values and positive climate in the workplace with his/her own values and expectations (Leary et al., 2008). Since, belongingness emerges in an organizational structure where the workplace climate provides benefits and positive value for the individual (Cockshaw et al., 2013). The individual's behavior in workplace is the result of the effect of belongingness and the external environment (An & Liu, 2014). The feeling of belonging to the organization for a long period may lead to a kind of monotony or routine, and the individual may become accustomed to performing the role assigned to her/him without renewal, especially if the motives and incentives for innovation are not renewed. In other words, individual might feel of belonging but might lose passion to be innovative. Passion is an important factor to have high levels of performance and to overcoming barriers to change. Therefore, the individual's ability to generate ideas and innovation may decrease (Gao et al., 2017).

Implications

The findings of this study suggest that IWB may be fostered through the promotive psychological state of employees towards their hotels. Top management of five-star hotels must consider developing the feelings of promotive ownership towards their hotels through specific policies and strategies. For instance, managers should enable the feeling of ownership among hotel employees through the work designs that offer employees the opportunities to exercise, acquire knowledge, control, have autonomy and invest personally in their hotels through some practices e.g., provide employees with information and a voice in decisions making to enhance their sense of accountability and responsibilities and contribute to a sense of burden sharing and influence. Additionally, management should strive to enable employees to do personal investment of time, unique skills and ideas. Especially in a complex job or a new task that allows

them for creativity and innovation. Furthermore, management should allow employees the opportunity to understand their roles, team, or organization better through information sharing. Our findings revealed also the sense of responsibility, autonomy, accountability and self efficacy may be affecting IWB. As a result, managers must enhance employees' sense of responsibility towards the hotel and give them the right to control and influence through delegation to motivate IWB at work and sustain competitive advantage. Moreover, Authority empowerment to employees leads to high sense of autonomy.

Limitation of the Study and Future Research

The findings and conclusions of the current study must be placed in the context of its potential limitations. To start with, the population of this study was some of the employees from five-star hotels. Because of the nature of the hospitality industry as each hotel category associated distinctive market position, targeted customers, service and facilities (Su & Reynolds, 2019). The findings of this study cannot be generalized to other different categories of hotels. This study concentrated on feeling of promotive PO towards organization on the individual level and its relation to IWB. It would also be useful to compare the findings of this study with those inferred from other studies applied on hotel chains in different geographical areas. As well as, applying some studies on other hotel categories (i.e., four and three hotel stars) may be valuable. There are other variables related to employees' innovation that should be studied e.g., the effect of collective promotive PO (on the group level) on employees' innovation in hotels. The effect of promotive PO toward other things (e.g., job, idea, and knowledge) on employees' IWB should be studied.

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تأثير الملكية النفسية الداعمة على سلوك العمل الإبداعي في فنادق الخمس نجوم

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الملخص العربي

سعت هذه الدراسة إلى استكشاف العلاقة وتحديد تأثير الملكية النفسية الداعمة تجاه الفندق على السلوك الإبداعي للموظف في العمل في فنادق الخمس نجوم في القاهرة الكبرى في مصر. تم تصميم استمارة استقصاء تغطي العلاقات المفترضة. تم اختيار عينة عشوائية بسيطة لهذه الدراسة. وزعت استمارات الاستبيان على ٧٠٠ موظف في ٣٠ فندقاً من فئة الخمس نجوم بالقاهرة الكبرى بمصر. تم استلام إجمالي الاستثمارات ٥٧٧ وهو ما يمثل معدل استجابة ٨٢,٤٢٪. كان هناك ١٥٧ استمارة غير صالحة وبالتالي تم استبعادها. ومن ثم، أصبح ٤٢٠ نموذجاً صالحاً لمزيد من التحليلات التالية. تم تحليل البيانات باستخدام تقنية المربعات الصغرى الجزئية. ومن نتائج هذه الدراسة وجود علاقة إيجابية بين الملكية النفسية الداعمة تجاه المنظمة والسلوك الإبداعي للموظف في العمل. بالإضافة إلى التأثير الإيجابي لبعض أبعاد الملكية النفسية الداعمة (الكفاءة الذاتية والمساءلة والمسؤولية والاستقلالية) على السلوك الإبداعي للموظف في العمل. وقد أوصت الدراسة بأنه يجب على الإدارة العليا لفنادق الخمس نجوم أن تفكر في تنمية مشاعر الموظفين بالملكية النفسية الداعمة لفنادقهم من خلال سياسات وإستراتيجيات محددة حيث يجب على المديرين تمكين الشعور بالملكية النفسية الداعمة بين موظفي الفندق من خلال تصميمات العمل التي توفر للموظفين فرصاً لممارسة واكتساب المعرفة والتحكم والاستقلالية في فنادقهم. يمكن ذلك من خلال بعض الممارسات مثل تزويد الموظفين بالمعلومات والقدرة على اتخاذ القرارات لتعزيز إحساسهم بالمساءلة والمسؤولية والمساهمة في الشعور بتقاسم الأعباء والتأثير من خلال التفويض لتحفيز السلوك الإبداعي للموظف في العمل.

الكلمات المفتاحية: الملكية النفسية. تعزيز الملكية النفسية؛ التعاون؛ سلوك عمل مبتكر.