



The Impact of Authentizotic Climate on Innovative Work Behavior in the Hospitality Industry: Psychological Empowerment as a Mediator and LMX as a Moderator

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ARTICLE INFO	Abstract
<p>Keywords: Psychological empowerment; Authentizotic climate; Innovative work behavior "IWB"; Leader-member exchange.</p> <p>(IJTHS), O6U</p> <p>Vol. 4, No. 2, April 2023, pp. 51 - 71</p> <p>Received: 25/1/2023 Accepted: 25/2/2023 Published: 8/3/2023</p>	<p>The aim of this research is to identify the impact of authentizotic climate on innovative employee behavior in Egyptian hotels through psychological empowerment as a mediator and leader-member exchange (LMX) as a moderator. The field study was applied using the survey method on a sample of employees in five-star hotels in Sharm El-Sheikh, who were selected using a simple random method. The study relied on testing hypotheses and validity of the theoretical model upon the SEM “Structural Equation Modeling” through PLS technique “Partial Least Squares” using SmartPLS-3. The study results showed that an authentizotic climate positively and significantly affects innovative work behaviors in hotels through psychological empowerment as a mediator, and the leader-member exchange as a moderator. The study recommended that Egyptian hotels create an authentizotic work climate that empowers their employees psychologically and develops their innovative work behaviors. At the same time, they pay attention to the quality of relations between leaders and employees in hotels.</p>

Introduction

The successful performance of any organization is based mainly on the quality performance of its employees. Therefore, organizations must take a lot of care in studying the organizational behavior of their employees at all levels. The employee is the main player in the production and service processes and is the most important asset that organizations of all kinds possess (Bilan et al., 2020). An organization that can attract the most significant number of skilled employees leads to strengthening its competitive position, but at the same time faces the challenge of how to keep them from competitors and ensure their commitment (Muscalu and Ciocan, 2016). Hence, practitioners and academics began to focus on studying the authentic work climate that provides employees with psychological well-being, job stability, psychological empowerment, and innovation (Rego and Cunha, 2008).

The authentic work climate is a consequence of the Authentic Leadership Theory. This theory also extends positive leadership theories (ethical and transformational). Authentic leadership theory focuses on studying positive behavior and results that contribute to achieving organizational goals. Away from, studying the negatives, defects, and organizational irregularities dealt with by the various leadership theories. Positive psychological feelings and how to positively affect employees are among the most important features of this theory (Johnson, 2019; Nikolić et al., 2020). The authentic leader, according to this theory, is one who has the following characteristics: (1) Self-awareness of his thoughts, feelings, motivations, goals, and actions; (2) Relational Transparency in dealing with his followers; (3) Balanced Processing of information, situations, and events before making decisions; (4) Internalized Moral Perspectives with regard to self-balance between his morals and values and his dealings with his followers; (5) Self-development continuously in order to ensure the loyalty of his followers and achieve the organization's goals (Baquero et al., 2019; Al-Jaradat et al., 2020).

Despite the importance of the authentic leadership theory and the need to create an authentic work climate for employees in all organizations in general and hotels in particular (Wu and Chen, 2019), there is not enough interest in it in Egypt and the Arab countries, whether at the academic or field level. This appears through the scarcity of research related to this subject in the Arab environment, specifically in hotel organizations. In addition to the scarcity of research that dealt with the impact of the authentic climate on psychological empowerment and innovative work behavior in Egyptian hotels through LMX as a moderator variable.

Literature Review

Authentizotic Climate

The “Authentizotic Organization” refers to the best place to work. It is the most favorite and attractive organization for employees compared to its peers. The term “Authentizotic Organization” was first introduced by Kets de Vries in (2001). Authentizotic consists of two Greek words: the first-word Authenteeikos means an authentic, reliable organization characterized by the quality of work environment. The second word, Zoteekos, means organizations that provide opportunities for employees to realize themselves and are directed toward efficiency, creativity, and innovation at work (Kets de Vries, 2001). Accordingly, the authentizotic climate refers to organizations in which employees feel strong psychological security, support from colleagues, and meet their human needs. It is argued that the authentizotic climate increases the employees' ability to adapt to their jobs and increases their sense of team orientation, common goals, and belonging (Rego and Cunha, 2008; Seco and Lopes,2013; Lizote et al., 2020).

The authentizotic climate is a set of employee perceptions of the work environment with regard to confidence and trust in leaders, empowerment, and happiness at work. The authentizotic climate is also characterized by a spirit of camaraderie, frankness, appreciation of human values, justice, respect for individuality, self-realization, and teamwork. In addition, this climate provides its employees with openness to change, continuous learning, open communication with managers, and a balance between work and family interests (Rego and Cunha, 2012; Seco and Lopes,2013). Accordingly, authentizotic organizations focus on developing the psychological, emotional, intellectual, physical, and material aspects of their employees. Authentizotic work climate has many advantages such as employees' sense of psychological well-being, satisfaction, commitment, organizational citizenship, job involvement, and innovation at work. Thus, the more positive employees' perceptions and attitudes toward the authenticity of the work climate, the greater their sense of emotional well-being, work engagement, and organizational commitment (Cairrão et al., 2019; Lizote et al., 2020).

The previous studies (Rego and Pina e Cunha, 2012; Seco and Lopes,2013; Semedo et al., 2017) showed the dimensions of authentizotic climate as follows:

1. Spirit of Camaraderie: This refers to the employees' sense of belonging to one family and working as a team, as well as the friendships and familiarity between them, and their interest in each other. All this leads employees to feel psychological safety and belonging.
2. Credibility and Trust in Leaders: This means to what extent employees feel confident and free in dealing with the organization leaders, and the difference

between them in points of view. In addition, the credibility of leaders and the fulfilment of their promises, lead employees to feelings of emotional support and mutual respect.

3. **Personal Development and Learning Opportunities:** These are provided by the organization's management to its employees continuously in order to develop their skills and abilities and improve their performance. This leads employees to feel job pleasure, work efficiency, autonomy, and self-fulfillment.
4. **Work-Family Conciliation:** It refers to the extent to which the organization cares about its employees' personal and family interests through working conditions. These conditions should enable them to reconcile their jobs and families. Accordingly, the organization avoids many of the negative psychological, social, and organizational effects of work-family mismatch.

Psychological Empowerment

Psychological empowerment is a managerial method that stimulates employees' emotions and feelings toward work. The organization leaders must continually arouse and reinforce these feelings and emotions in order to perform job tasks optimally (Oladipo, 2009; Wagner et al., 2010). Thus, employees who receive high levels of social and emotional support from their leaders feel higher levels of self-motivation, influence, autonomy, and psychological empowerment. Accordingly, psychological empowerment focuses on giving the employee the freedom to perform, broad participation in shouldering responsibility, and increasing awareness of the meaning and value of his job role. The psychologically empowered employee feels competent, self-confident, and independent (Shah et al., 2019; Amor et al., 2021; Maggio et al., 2019).

Psychological empowerment has four main dimensions: (1) Meaning, which refers to the employee's sense of the value and importance of his work, as well as his beliefs, values, and behavior in the organization; (2) Impact, which refers to the employee's sense of his ability to influence the work environment, and the course of affairs within the organization; (3) Competence, which refers to the employee's sense of his ability to perform his work based on his abilities and skills; (4) Self-Determination, which refers to the employee's sense of freedom of action, choice, independence, and control over the job roles he performs through his ability to initiate (Stewart et al., 2010; Joo et al., 2019; Minai et al., 2020).

Innovative Work Behavior (IWB)

IWB is an unconventional way of thinking, distinctive performance, or unique behavior in the work environment that may result in new goods and services within the organization (Arain et al., 2020). In detail, IWB is behavior that leads to introducing a new idea that has not been introduced to the market before, providing

distinctive solutions to an organization's problems, and creating new functionality for something that already exists. Innovative behavior also includes the practical application of creative ideas, the successful handling of crises, and the ability to discover opportunities and try to seize them (Musenze and Mayende, 2022; Rafique et al., 2022). Therefore, innovative work behavior is the ability to generate unique ideas and implement new practices at work individually or collectively in the organization (Supriyanto, 2019; Bogilović et al., 2021; Lambriex-Schmitz et al., 2020). Previous studies (Knezović and Drkić, 2020; Ayoub et al., 2023) have shown that innovative work behavior consists of five main dimensions: (1) exploring opportunities that develop the organization, (2) generating ideas that improve the work environment, (3) promoting innovative ideas at the work, (4) realizing the unique idea in reality, (5) sustaining innovative ideas.

Leader-Member Exchange (LMX)

LMX is a leadership theory used to study the nature, quality, and strength of relationships between organizations' leaders and their followers. The "LMX" theory assumes two basic types of relationships between the leader and his followers: the first type is called a low-quality relationship or outside the group, in which the association between the organization leader and his followers is constrained by formal organizational conditions, policies, and regulations. The second type is called a high-quality or intra-group relationship, in which the relationship goes beyond formal rules to include high levels of communication, loyalty, and trust (Teng et al., 2020; Park et al., 2022). The "LMX" theory also assumes that the quality of relations and communications between the firm leaders and their followers significantly affects the employees' behavior in the organization. According to this theory, the quality of the leaders' relationships with their followers varies from one employee to another, where it may be of high quality with some and weak with others (Sa'adah and Rijanti, 2022; Kim et al., 2022).

The "LMX" theory according to previous studies (Puspitasari and Mangundjaya, 2020; Robert and Vandenberghe, 2020; Mascareño et al., 2020) consists of 4 basic dimensions: (1) Contributions, which refer to employee behaviors that aim to strengthen the mutual relations between them and the leaders; (2) Affect, Which refers to the mutual affection between leaders and their followers as a result of attractive personal relationships; (3) Loyalty, Which refers to the mutual loyalty between employees and their leaders as a result of their support for each other openly and sincerely, (4) Professional Respect, Which refers to the extent of respect as well as the organizational reputation of the mutual relations parties on the basis of professional competence and experience.

Hypotheses and Conceptual Framework

- H1: The Authentizotic Climate "AC" has a significant positive effect on Psychological Empowerment "PE";
- H2: Psychological Empowerment "SE" has a significant positive effect on Innovative Work Behaviour "IWB";
- H3: Psychological Empowerment "PE" mediates the association between the Authentizotic Climate and Innovative Work Behaviour;
- H4: Leader-Member Exchange (LMX) moderates the association between Authentizotic Climate and Psychological Empowerment (the association will be robust when LMX is high);
- H5: Leader-Member Exchange (LMX) moderates the association between Psychological Empowerment "PE" and Innovative Work Behaviour "IWB" (the association will be robust when LMX is high).

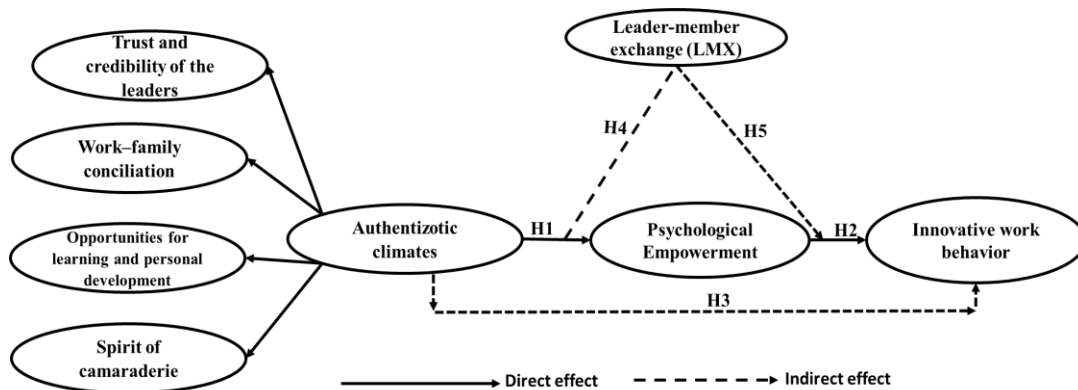


Figure (1): The proposed Model

Method

Design and Sampling

The field study was applied in August 2022 using the survey method on a sample of five-star hotel employees in Sharm El-Sheikh. Sharm El-Sheikh is considered the most appropriate to test the impact of authentizotic climate on creating innovative employee behavior due to the huge number of brand international chains. This sample was selected by using a simple random method from the total employees who worked in international chain five-star hotels in Sharm El-Sheikh. 25 hotels were unthe study. The total number of questionnaires distributed to employees reached 400. Incomplete forms were excluded. The number of valid forms reached 301, with a response rate of 75%. Employees were asked to sign a consent form and could either participate in or skip the survey. 217 Of the research sample consisted of (72%) males and 84 (28%) females.

Measures

A questionnaire was designed to validate the hypotheses, and the research scales and measures were determined through an in-depth analysis of previous empirical studies. As a result of the previous process, four dimensions have emerged. The authenticzotic climates were measured by 15-items based on the study of (Rego and Cunha 2008). The Innovative work behavior was measured using the 9-items scale suggested by (Kumar et al. 2022). Twelve items from (Spreitzer, 1995) were used to operationalize psychological empowerment. Finally, 7-items from (Scandura and Graen 1984; Dai et al. 2016) were used to operationalize leader-member exchange (LMX). The study scale was designed according to a five-point Likert scale from very disagree (1) to very agree (5).

Results

The study relied on SEM "Structural Equation Modeling" through the PLS method "partial least squares" in order to evaluate the validity of the hypotheses using SmartPLS-3. The proposed study model was validated using a two-step method presented by (Leguina 2015), as in the following section:

Assessment of outer measurement model

To evaluate the validity and reliability of the proposed outer model, convergent validity, indicator reliability, discriminative validity, and internal consistency reliability were tested. First, the reliability of the model's internal consistency was evaluated, and the values of Cronbach's alpha (α) ranged from 0.872 to 0.958. In addition, the composite reliability test (C.R) values ranged from 0.919 to 0.962 as shown in Table 1. Second, the reliability values of the model structure indicators were acceptable because all loading values were above 0.70. Third, the convergent validity of the model structure was assessed by the values of AVE "Average Variance Extracted", which are above the acceptable value of 0.50. (Henseler et al. 2009; Elshaer et al. 2022c).

Table No. (1)

Assessment of the measurement model

Abbreviation	Outer Loading	α	C.R	AVE
Authentizotic climates (AC)		0.958	0.962	0.629
Credibility and Trust in Leaders (TCL)		0.872	0.922	0.797
TCL_1: People trust in their leaders.	0.926			
TCL_2: Leaders fulfill their promises.	0.911			
TCL_3: People feel that the leaders are honest.	0.839			

Work-family conciliation (WFC)		0.881	0.919	0.738
WFC_1: This organization helps employees to reconcile work and family life.	0.875			
WFC_2: The organization acts in order to allow people to conciliate work with their family responsibilities	0.858			
WFC_3: For advancing in the career, one needs to sacrifice family life. (r)	0.893			
WFC_4: The organization creates conditions so that people can maintain their children's instruction.	0.809			
Opp for learning and personal development (OLPD)		0.887	0.922	0.746
OLPD_1: People feel that they can learn continuously.	0.850			
OLPD_2: People can place their creativity and imagination in benefit of the work and the organization.	0.881			
OLPD_3: People feel that important responsibilities are assigned to them.	0.859			
OLPD_4: People feel that they can develop their potential.	0.865			
Spirit of camaraderie (SC)		0.883	0.919	0.741
SC_1: A sense of family exists among the employees	0.807			
SC_2: People show concerns for the well being of the others.	0.854			
SC_3: A great team spirit characterizes the organization	0.892			
SC_4: The organization atmosphere is friendly.	0.887			
Innovative work behavior (IWB)		0.954	0.961	0.733
IWB_1: I am creating new ideas for difficult issues.	0.901			
IWB_2: I am searching out new working methods, techniques, or instruments.	0.880			
IWB_3: I am generating original solutions for problems.	0.888			
IWB_4: I am mobilizing support for innovative ideas	0.843			
IWB_5: I am acquiring approval for innovative ideas.	0.830			
IWB_6: I am making important organizational members enthusiastic for innovative ideas.	0.842			
IWB_7: I am transforming innovative ideas into useful applications.	0.836			
IWB_8: I am introducing innovative ideas into the work environment in a systematic way	0.841			
IWB_9: I am evaluating the utility of innovative ideas.	0.842			

Psychological Empowerment (Psy_Emp)		0.955	0.960	0.668
Psy_Emp_1: The work I do is very important to me	0.797			
Psy_Emp_2: My job activities are personally meaningful to me	0.868			
Psy_Emp_3: The work I do is meaningful to me	0.848			
Psy_Emp_4: I am confident about my ability to do my job	0.747			
Psy_Emp_5: I am self-assured about my capabilities to perform my work activities	0.876			
Psy_Emp_6: I have mastered the skills necessary for my job	0.765			
Psy_Emp_7: I have significant autonomy in determining how I do my job	0.748			
Psy_Emp_8: I can decide on my own how to go about doing my work	0.806			
Psy_Emp_9: I have considerable opportunity for independence and freedom in how I do my job	0.869			
Psy_Emp_10: My impact on what happens in my department is large	0.822			
Psy_Emp_11: I have a great deal of control over what happens in my department	0.800			
Psy_Emp_12: I have significant influence over what happens in my department	0.844			
Leader-member exchange (LMX)		0.937	0.949	0.726
LMX_1: When I really need it, I can count on my manager to “bail me out” even at his own expense.	0.785			
LMX_2: My manager understands my problems and needs.	0.860			
LMX_3: My manager recognizes my potential.	0.855			
LMX_4: I know where I stand with my manager	0.891			
LMX_5: My manager has enough confidence in me that he/she would defend and justify my decisions if I was not present to do so	0.880			
LMX_6: My working relationship with my manager is effective	0.840			
LMX_7: Regardless of how much power my manager has built into his or her position, my manager would be personally inclined to use his/her power to help me solve problems in my work.	0.850			

In the next section, three criteria are applied to test and verify the discriminatory validity of the model constructs. These criteria are heterotrait-monotrait ratio (HTMT), cross-loading, and the Fornell-Larcker criterion (Elshaer et al. 2022a; Leguina 2015). Table (2) shows that the outer-loading, which is highlighted, was greater than the cross-loading with other measurements for each latent variable.

Table No. (2)
The results of Cross loading

	TCL	WFC	OLPD	SC	IWB	Psy_Emp	LMX
TCL_1	0.926	0.744	0.765	0.723	0.761	0.564	0.614
TCL_2	0.911	0.708	0.686	0.730	0.740	0.522	0.634
TCL_3	0.839	0.739	0.631	0.605	0.584	0.422	0.575
WFC_1	0.732	0.875	0.623	0.606	0.618	0.360	0.571
WFC_2	0.702	0.858	0.605	0.597	0.569	0.511	0.458
WFC_3	0.691	0.893	0.672	0.678	0.655	0.311	0.544
WFC_4	0.681	0.809	0.770	0.713	0.684	0.381	0.536
OLPD_1	0.623	0.666	0.850	0.672	0.636	0.275	0.497
OLPD_2	0.674	0.663	0.881	0.706	0.648	0.463	0.430
OLPD_3	0.673	0.678	0.859	0.662	0.651	0.422	0.469
OLPD_4	0.720	0.688	0.865	0.701	0.673	0.325	0.536
SC_1	0.673	0.696	0.804	0.807	0.803	0.330	0.488
SC_2	0.626	0.624	0.651	0.854	0.677	0.220	0.435
SC_3	0.684	0.647	0.642	0.892	0.740	0.392	0.463
SC_4	0.662	0.634	0.622	0.887	0.773	0.280	0.509
IWB_1	0.653	0.615	0.685	0.793	0.901	0.304	0.532
IWB_2	0.689	0.610	0.701	0.808	0.880	0.275	0.505
IWB_3	0.677	0.605	0.584	0.746	0.888	0.303	0.491
IWB_4	0.617	0.522	0.524	0.663	0.843	0.271	0.445
IWB_5	0.632	0.591	0.570	0.761	0.830	0.263	0.499
IWB_6	0.672	0.672	0.642	0.807	0.842	0.328	0.513
IWB_7	0.749	0.715	0.755	0.710	0.836	0.437	0.584
IWB_8	0.682	0.649	0.673	0.717	0.841	0.302	0.552
IWB_9	0.626	0.668	0.634	0.729	0.842	0.262	0.501
Psy_Emp_1	0.652	0.477	0.471	0.473	0.468	0.797	0.346
Psy_Emp_2	0.535	0.445	0.405	0.340	0.394	0.868	0.380
Psy_Emp_3	0.463	0.422	0.336	0.271	0.296	0.848	0.353
Psy_Emp_4	0.430	0.352	0.316	0.271	0.263	0.747	0.265
Psy_Emp_5	0.497	0.415	0.381	0.269	0.264	0.876	0.391
Psy_Emp_6	0.330	0.289	0.257	0.213	0.185	0.765	0.286
Psy_Emp_7	0.324	0.242	0.239	0.170	0.199	0.748	0.289
Psy_Emp_8	0.381	0.320	0.308	0.244	0.256	0.806	0.356
Psy_Emp_9	0.457	0.383	0.388	0.308	0.291	0.869	0.387
Psy_Emp_10	0.452	0.312	0.316	0.284	0.291	0.822	0.328
Psy_Emp_11	0.404	0.315	0.315	0.250	0.213	0.800	0.344
Psy_Emp_12	0.450	0.348	0.367	0.267	0.260	0.844	0.376
LMX_1	0.578	0.503	0.483	0.455	0.487	0.442	0.785
LMX_2	0.573	0.508	0.475	0.472	0.530	0.353	0.860
LMX_3	0.579	0.534	0.482	0.488	0.514	0.361	0.855
LMX_4	0.643	0.568	0.518	0.489	0.518	0.426	0.891
LMX_5	0.572	0.533	0.465	0.473	0.510	0.343	0.880
LMX_6	0.533	0.492	0.425	0.423	0.481	0.325	0.840
LMX_7	0.574	0.524	0.475	0.486	0.559	0.248	0.850

Table 3 shows, the bold values of the AVEs within the diameters and diagonals are greater than the association between the variables.

Table No. (3)**Inter-construct correlations, the square root of AVE.**

	IWB	OLPD	Psy_Emp	SC	TCL	WFC	LMX
IWB	0.856						
OLPD	0.755	0.864					
Psy_Emp	0.361	0.430	0.817				
SC	0.875	0.793	0.357	0.861			
TCL	0.782	0.779	0.566	0.770	0.893		
WFC	0.737	0.780	0.453	0.757	0.817	0.859	
LMX	0.604	0.559	0.422	0.552	0.681	0.615	0.852

Most HTMT values have to be less than 0.90 (Gold et al., 2001). The values of the HTMT in this study were lower than those values shown in Table 4. From the results, the model structure has sufficient discriminatory validity. Accordingly, the results of the outer measurement model are considered strong, acceptable, and sufficient to validate the structural study model.

Table No. (4)**Inter-construct correlations, HTMT results**

	IWB	OLPD	Psy_Emp	SC	TCL	WFC	LMX
IWB							
OLPD	0.814						
Psy_Emp	0.357	0.454					
SC	0.900	0.893	0.372				
TCL	0.850	0.884	0.599	0.875			
WFC	0.797	0.879	0.482	0.855	0.898		
LMX	0.634	0.612	0.440	0.605	0.752	0.675	

Assessment of the structural model

Afterward, a structural equation analysis was used to test the hypotheses. The model's explanatory and predictive abilities were examined in particular (Hair Jr et al. 2016). The structural model's multicollinearity has been established to be nonexistent, with the manifest indicators' VIF values varying from 1.816 to 4.893 below 5. The lower limit for the R² values is 0.10, according to (Chin 1998; Elshaer et al. 2022b). the R² values for the variables of psychological empowerment (0.336) and innovative work behaviour (0.451) are therefore acceptable (Table 5). Additionally, The Stone-Geisser Q² test test results show that psychological empowerment and creative work behaviour values are greater than zero (Table 5), showing that the model has appropriate predictive validity (Henseler et al. 2009). Consequently, the structural model's predictive validity was found to be adequate.

Table No. (5)**Coefficient of determination (R2) and (Q2) of the model**

Endogenous latent construct	(R2)	(Q2)
psychological empowerment (Psy_Emp)	0.336	0.195
Innovative work behavior (IWB)	0.451	0.320

Lastly, a bootstrapping analysis was performed on the path coefficient and t-value of the hypothesized connection. Given the path coefficient values and the pertinent significance, the results of the hypothesis test are shown in Table 6 and Fig. 2 below. At $\beta = 0.355$, $p < 0.000$, it was determined that authentic climates had a favorable and substantial effect on psychological empowerment, hence H1 was adopted. Additionally, the findings supported H2 by demonstrating that psychological empowerment had a favorable and significant impact on innovative work behavior ($\beta = 0.309$, $p < 0.000$). Regarding the mediation impact, it was discovered that the authentic climates variable influences innovative work behavior favorably through psychological empowerment (indirect effect) at $\beta = 0.110$, $p < 0.010$, supporting H3. Finally, as shown in figures 3 and 4, the results are consistent with the positive moderating impact of the LMX variable on psychological empowerment towards innovative work behavior at $\beta = 0.183$, $p < 0.000$, as well as on authentic climates towards psychological empowerment at $\beta = 0.286$, $p < 0.004$.

Table No. (6)**Path Coefficients**

	Hypotheses	Beta (β)	(T-Value)	p Values	Results of Hypotheses
H1	Authentic climates \rightarrow Psychological Empowerment	0.355	4.115	0.000	Accepted
H2	Psychological empowerment \rightarrow Innovative work behavior	0.309	4.056	0.000	Accepted
H3	Authentic climates \rightarrow Psychological Empowerment \rightarrow Innovative work behavior	0.110	2.571	0.010	Accepted
H4	Moderating Effect 1(Psy_Emp *LMX \rightarrow Innovative work behavior)	0.183	4.425	0.000	Accepted
H5	Moderating Effect 2(AC*LMX \rightarrow Innovative work behavior)	0.286	2.918	0.004	Accepted

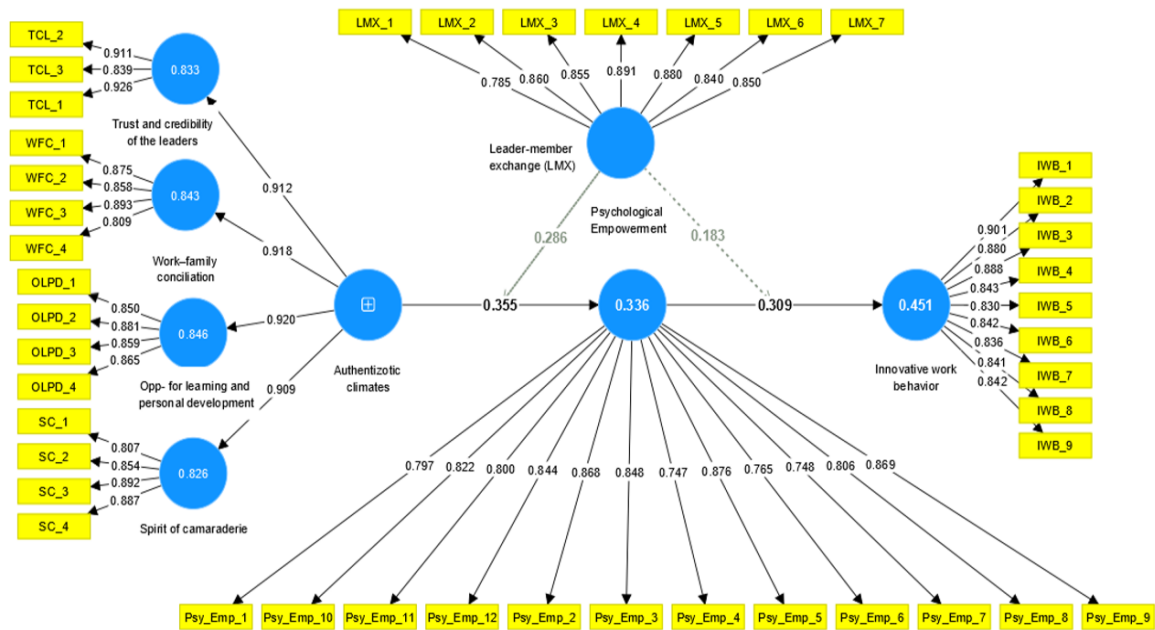


Figure.2. The structural and measurement model before adding the mediation effects

Discussion and implications

Authenticizotic climate and psychological empowerment

The results in table 6 and fig 2 showed that the authenticizotic work climate positively affects the psychological empowerment of the hotel employees ($\beta = 0.355$, $p < 0.000$). This result confirms the validity of the first hypothesis and it is consistent with Rego and Cunha (2008); Rego and Cunha (2012); and Özkan and Ceylan (2012). Consequently, the credibility and trust in the organization leaders lead to the employee's feeling of the value, importance, and meaning of his job role (meaning), which is a pivotal dimension in psychological empowerment. Also, the personal development and learning opportunities which hotels provide to their workers continuously lead to empowering employees psychologically with regard to their sense of competence, competence in work, impact on the organization, and self-determination. In addition, the employees' feeling of the spirit of camaraderie in hotels and work-family conciliation enables them psychologically.

Psychological Empowerment and Innovative Work Behaviors

The study results also showed that the psychological empowerment of hotel employees positively affects their innovative work behaviors ($\beta = 0.309$, $p < 0.000$). This confirms the validity and acceptance of the first hypothesis. Also, this finding is supported by the studies of Suryani (2019); Prabowo et al., (2018); and Kustanto et al., (2020). Thus, when a hotel provides its employees with a work environment in which they feel the meaning of their job roles, their possession of competencies and the necessary skills to perform them, as well as their sense of self-determination and

control over their work, independence, and the impact on the organization, all of this leads to the development of innovative behaviors among them. The psychologically empowered employee is usually characterized by exploring opportunities, generating innovative ideas, and practicing distinctive and unique behaviors within his work.

Assessing the mediating Effect

As for the mediation influence, the authenticzotic climates variable was found to positively affect innovative work behavior through psychological empowerment (indirect influence) at $\beta = 0.110$, $p < 0.010$, confirming H3. In this context, previous studies by Kets de Vries and Florent-Treacy (1999) showed that the authenticzotic organization is characterized by innovative work behaviors. Therefore, when the dimensions of the authenticzotic climate (credibility and trust in leaders, spirit of camaraderie, personal development and learning opportunities, and work-family conciliation) are realized in the work environment, the employee tends towards innovation at work, generating ideas and trying to apply them, as well as the sustainability of this innovative behavior.

Assessing the moderating Effect

Lastly, the results confirm the positive moderation influence of the LMX variable on psychological empowerment towards the innovative work behavior at $\beta = 0.183$, $p < 0.000$, and also on authenticzotic climates towards psychological empowerment at $\beta = 0.286$, $p < 0.004$, which supports H4 and H5, as shown in figure 3 and 4. Therefore, the quality of the relations between the organization's leader and the employees according to the LMX theory affects the extent to which the authenticzotic climate dimensions affect the psychological empowerment of the hotel employees. In addition, LMX also influences the association between psychological empowerment dimensions and innovative work behaviors in hotels. Regarding this result, there are indications of these results in previous studies (Rego and Pina e Cunha, 2012; Lie et al., 2022).

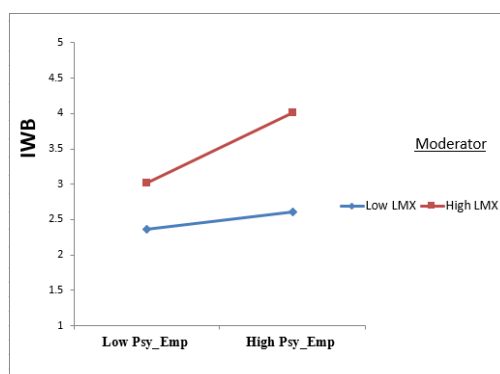


Figure 3. Plot for the LMX as a moderator on Psy_Emp towards IWB.

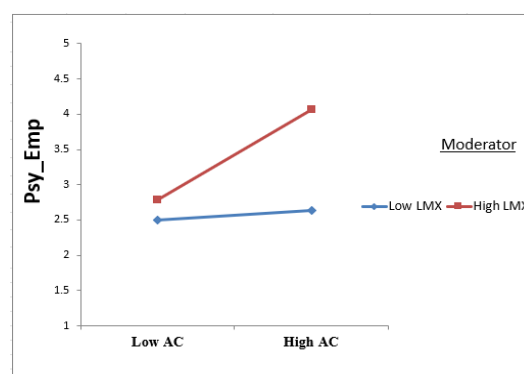


Figure 4. Plot for the LMX as a moderator on AC towards Psy_Emp.

Conclusions and Recommendations

Employees are the most important resource in service organizations, especially hotels. Therefore, hotel leaders must provide an appropriate work environment that achieves employee satisfaction and loyalty and enables them to develop their skills. The authentizotic climate is an ideal work environment for hotels due to its many advantages such as employees' sense of credibility and trust in leaders, spirit of camaraderie, personal development and learning opportunities, and work-family conciliation. Authentizotic climate empowers employees psychologically through their sense of self-determination, meaning, competence, and impact. In addition, the quality of relations between leaders and employees effectively influences the creation of an authentizotic work environment. The authentizotic work climate makes employees feel psychologically empowered, and accordingly, innovative work behaviors grow in hotels. The study recommends hotel leaders in Egypt apply the authentic leadership theory. In addition, providing an authentizotic work environment in order to empower their employees psychologically, and thus develop their innovative behaviors at work. At the same time, focus on the quality of relations between leaders and employees. Given that, these relationships significantly affect the authentizotic work environment and its outcomes, such as enhancing the competitive position of hotels, employee satisfaction, commitment, and enhancing organizational citizenship behaviors.

Limitations and Future Research

This current study was applied using the survey method on a sample of employees in five-star hotels in Sharm El-Sheikh, who were selected using a simple random method. Therefore, the obtained results are restricted to the hotel work environment in Egypt, specifically in Sharm El-Sheikh. Future studies can also be conducted on the impact of the authentizotic work climate on employee commitment in hotels, organizational citizenship behaviors, hotel competitive advantage, financial performance, and market share.

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تأثير المناخ الأثيري في سلوك العمل الابتكاري قي صناعه الضيافة: التمكين النفسي كمتغير وسيط والتبادل بين القائد والعضو كمتغير مُعدِل

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يهدف هذا البحث إلى التعرف على تأثير المناخ الأثيري في سلوك العمل الابتكاري في الفنادق المصرية، من خلال التمكين النفسي كمتغير وسيط Mediator، ونظرية التبادل بين القائد والعضو (LMX) كمتغير مُعدِل Moderator. تم تطبيق الدراسة الميدانية باستخدام اسلوب الاستقصاء على عينة عشوائية بسيطة من العاملين بفنادق الخمس نجوم بمدينة شرم الشيخ. اعتمدت الدراسة في اختبار الفروض والتحقق من صحة النموذج المقترح على نموذج المعادلة البنائية Structural Equation من خلال اسلوب "المربعات الصغرى الجزئية PLS باستخدام SmartPLS-4. أظهرت نتائج الدراسة أن المناخ الأثيري يؤثر بشكل إيجابي ومعنوي في سلوكيات العاملين الابتكارية في الفنادق المصرية من خلال وجود التمكين النفسي كمتغير وسيط، والتبادل بين القائد والعضو كمتغير مُعدِل. أوصت الدراسة الفنادق المصرية بضرورة تهيئة مُناخ عمل أثيري يُمكن العاملين نفسياً وينمي لديهم سلوكيات العمل الابتكارية، مع ضرورة الاهتمام بجودة العلاقات بين القادة والعاملين بالفنادق.

الكلمات المفتاحية: المناخ الأثيري، التمكين النفسي، سلوك العمل الابتكاري، نظرية التبادل بين القائد والعضو.