

The Impact of Employee Creativity On Innovative Work Behaviour

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Abstract: Employee creativity is the potential to create ideas that leads to innovation. This study will be conducted because less studies on innovation in hotel industry had been conducted in Malaysia. Hence, innovative work behaviour is a complicated behaviour of employees that generate, promote and implement ideas. This study tries to determine the association between creativity of the employee and their innovative work behaviour. The objectives of this research is to identify the level of employee creativity in the hotel industry in Johor Bahru, the level of innovative work behaviour among employees in hotel industry in Johor Bahru and to identify the relationship between employee creativity and innovative work behaviour in hotel industry in Johor Bahru. Quantitative data have been utilised in this study. An online survey had been conducted among 302 employees in hotel industry in Johor Bahru, Johor with a response rate of 51.32%. Data had been analysed using both descriptive and Spearman's correlation analysis. This study found that the level of employee creativity and innovative work behaviour were high. This study also shows a significant relationship between employee creativity and innovative work behaviour.

Keywords: Innovative work behaviour (IWB), Employee creativity, Hotel industry

1. Introduction

As far as our knowledge goes, creativity is put into practice by every human being especially among employees. Employee creativity can be defined as a person who can complete their tasks innovatively that leads to outstanding results. Now, every sector needs employees who can solve problems creatively including the service sector (Amabile & Grysiewicz, 1989). This is because while completing their job, service employee will obtain understanding that can encourage new and valuable theories when the job is carried out that ends with employee innovative behaviour (Slatten *et al.*, 2011). Creativity among the employee brings out many benefits. The first one is creativity builds better teamwork. Reason for this is that employees gets to give out their opinion during discussions. Hence, many unique ideas are shared with other employees. Other than that, creativity helps employees to remain in their workplace

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and as a result, implementing creativity among employees will help them stay loyal. Besides, creative employees increase problem solving.

Moving on, there are some steps to increase creativity in the workplace and among employees. Starting with developing a clear mission and vision. By doing this, employees can focus more on the strategy that has been planned that direct employees to understand more about their tasks. Next, implement flexible work hours. Giving employees more time to rest promotes calmness, prevent them from getting tired and making decisions in a hurry. This may take them in making the wrong decisions. By having flexible work hours, employees get to think wisely and make great resolutions.

Innovation is crucial for the growth of the economy. This is because innovation by meaning is creating something new. When something new is created, it shows that there is a progress or an update in the market and business organizations will always remain relevant in the economy. Furthermore, Malaysia is an innovative country worldwide. However, the level adoption of innovation is still moderate as compared to other upper middle-income group where Malaysia is in second place behind China (Dutta, Lanvin, & Wunsch-Vincent, 2019). Malaysia is ranked 36th out of 132 economies in the GII 2021 and there is a drop compared to the previous year (GII, 2021). According to Accenture's (NYSE: ACN) Wise Pivot C-level poll, Malaysia has the ability to evolve and change into a more inventive, contemporary, and developed country in the future. In this case, the service sector plays an important role for Malaysia to compete with other innovative countries. Reason for this is that the service sector contributed 57.7 percent to the Malaysia's economy and is known as the biggest contributor. Specifically, the hotel industry in the service sector needs innovation to survive. In hotel industry, innovation improves hotels' products, services, manufacturing, processes, and general performance. The limit for hotel industry to be innovative is that the cost of innovation is high and the infrastructural control pressure the hotel industry to adopt new technologies (Herz, 2019).

According to studies, by Hotel Tech Report in 2019, hotel employees feel stress 40-62 percent of the time more than the workers in other industries. Implementing innovative behaviour would bring positive outcomes in the working environment. An earlier study discovered that increasing employee creativity could boost the employees' innovative work practises (Suriani & Alam, 2017). The goal of this research is to determine whether employee creativity and creative work behaviour are related in the Johor hotel industry. The specific goals of this study include determining the degree of employee creativity in the hotel sector in Johor Bahru, the level of innovative work behaviour among hotel employees, and the relationship between employee creativity and innovative work behaviour in the hotel sector in Johor Bahru.

2. Literature Review

2.1 Innovative Work Behaviour

Innovation comes from the word innovate. To innovate means to introduce new ideas that are advanced. The dimensions of innovation are product, process, marketing and organization. Recent research indicates that in many countries around the world, innovation has risen as the tool of economic growth and progress (Prajogo *et al.*, 2016). This is due to the fact that innovation gives firms a competitive edge and boosts performance (Storey *et al.*, 2015). To ensure innovation happens in the workplace, organizations must strengthen employee innovative behaviour. Leader plays an important role to manage innovative behaviour in the workplace as it requires additional time and energy as employees carry out the risk and failure (Woods *et al.*, 2018).

Innovative behaviour is the development and implementation of fresh concepts for a person's line of work, group of coworkers, or organisation.. To begin innovative behaviour, employees generate ideas by exploring behaviour to solve problems. Employees are the main source of innovation process. This

is because from their behaviour in the workplace, employees get to develop ideas that can be valuable in an organization (De Jong & Den Hartog, 2010). Both individual and groups inside an organization can participate in innovative activities (Yuan & Marquardt, 2015). Also, in this scenario, innovative behaviour is more about small improvements made with tenacity and ingenuity rather than a significant breakthrough. Both creative work behaviour and innovative behaviour in the workplace improve work effectiveness. By performing creative work behaviour, employees recognize uncertainties in the workplace.

Creativity and innovation complement each other. The capacity to create something utilising one's imagination or original ideas is known as creativity. It is true that innovation and creativity are now crucial to competitiveness in today's innovation-driven economy. (Gumusluoglu & Ilsev, 2009; Elenkov & Manev, 2005). Creativity is the key to workforce and workplace development because performance capabilities are currently widely shared and the life cycles of new offerings are brief. (Gumusluoglu & Ilsev, 2009; Amabile & Khaire, 2008). Furthermore, creativity is viewed as a complex and multidimensional term that is not tied to technological advancements or new economic models.

2.2 Theory of Innovative Work Behaviour

The theory of innovative behaviour describes that there is a multistage process in innovation based on some literature that has been revealed (Kanter, 1988; Clark & Wheelwright, 1993). The first stage is idea exploration, and the last stages are idea production, idea championing, and idea implementation. (Kanter, 1988). The stages of innovation were selected for this study on innovative work behaviour because they provide insight into an individual's work behaviour.. Despite that, individual level activity is not limited in the first stage.

(a) Idea exploration

Knowledge workers start to identify new opportunities during the exploration stage (Krueger *et al.*, 2000). The beginning of a new routine makes the initial step of innovative work behaviour crucial. Organizations and employees plan on applying different way of job routines. Normally, idea exploration happens when there is lack in meeting customers' needs and with that improvement must be done in the workplace

(b) Idea generation

A firm uses idea generation as a creative process or procedure to come up with solutions to a variety of difficulties. It involves coming up with a lot of ideas during a group discussion, picking the best one or ideas, working to create an implementation strategy, and then putting the strategy into practise. The idea can be concrete, like something that can be felt or seen, or it can be abstract, like something symbolic or cultural. The best method of generation is brainstorming. This allows knowledge creation where Rickards (1988) recommend early adoption of idea generation practice should be taken in the workplace.

(c) Idea championing

Idea championing is encouraging something to happen. It is important to go through the idea championing stage to assure that the suggestions are realistic and can be accepted. The concept of idea championing stage of innovation is the most interpersonal stage so the competition is more likely to flare up. That is, the champion of innovative ideas necessitates interaction with others, which provide the narcissistic individual with a platform to shine, which they require in order to maintain their inflated self-image

(d) Idea implementation

Idea implementation is carrying out and working on the new ideas that has been discussed. Therefore, if something is to truly happen, implementation is the action that must follow any prior planning. Idea implementation is the last stage of innovative behaviour and is done according to the idea that has been generated and promoted. Employees who come up with innovative ideas are more likely to know how to put them into action.

2.3 Employee Creativity

The root word for creativity is creative. Creativity means forming something new and useful. Creativity is usually found through disciplines, psychology and business studies. Despite, it can also be practiced through learning system. On the other hand, employee is a person who is employed with a given salary. Combining both employee creativity means forming something new in the workplace. Originality, flexibility, elaboration, synthesis, and artistic value are the five components of creativity. (Reinartz and Saffert, 2013). Employee creativity is a potential to propose opinions and suggestions that brings out advantages such as innovation (Amabile and Gyskiewicz, 1989). The behaviour and environment of the organization embrace an individual's creativity. Individuals who are exposed to challenges and experience are more possible to receive new information and knowledge (McCrae and Costa, 1997). The factors of creativity are guidance and freedom. On the other hand, the obstacles for creativity is time pressure and evaluation (Amabile and Gyskiewicz, 1989).

There are many benefits by implementing creativity in the workplace. First, creativity builds teamwork. To make opinions and suggestion happen, acceptance from other workers must be considered. Employees that work together will come up with better ideas. Next, creative workplaces are more likely to attract and retain employees. When the workplace is innovative, employees will aspire to be creative. Hence, creativity allows for better problem- solving. Creativity among employees leads in finding solutions in a unique way instead of following the rules and instructions (Wooll, 2021).

2.4 Theory of Employee Creativity

The employee creativity notion is shaped by activities that increase opportunity, incentive, and ability (Cai *et al.*, 2019). Moreover, employee creativity will influence on innovative work behaviour. Employee creativity starts with happiness at work and how employees can stay calm and free during their working hours. Other than that, adding knowledge and information among employees leads to employee creativity (Chang *et al.*, 2015).

2.5 Employee Creativity and IWB Relationship

Slatten *et al.* (2020) research 's indicated that among healthcare workers, individual creativity can be linked to individual innovative behaviour. Specifically, creativity is consistently known as one of the elements for innovation. It is characterized as the main source for innovative behaviour (Slåtten & Mehmetoglu, 2015). Moreover, the fuel and start of innovation is well known as creativity (Gilmartin, 1999). Creativity and innovation are both used in the same direction because it is closely related to one another (Ford, 1996; Scott & Bruce, 1994). As a result, whether or not both are linked or interdependent, there is a natural divide between individual creativity and individual inventive behaviour. Employee who are engaged in creativity are unique and perform non routine activities.

Another study with 345 employees discovered a link between creativity and creative work behaviour and that employee creativity had a significant influence on it (Slåtten & Mehmetoglu, 2015). Creativity is related to the way and individual thinks and it includes key process activities which are problem definition, gathering information, idea generation and idea evaluation. Innovative behaviour stands for behavioural aspects while creativity stands for the elements that forms the basis of innovative

behaviour (Scott & Bruce, 1994). Moreover, the findings also supported that creativity is the root for expressing innovation (Amabile *et al.*, 1996).

Furthermore, in accordance with the past research Karatepe (2020) who conducted a study among Arab hotel employees in Palestine shows that climate for creativity leads to innovative behaviour. Employees' innovative behaviour will also lead to management innovation. Moreover, AlMazrouei *et al.* (2022) found that inventive work behaviour was boosted by employee inventiveness. According to evidence gathered from non-managerial workers in the United Arab Emirates, employee creativity may foster innovative behaviour. Besides, creativity in the workplace is critical as it is the basic of innovation that will improve efficiency. Also, those with high levels of creativity will also have high levels of intellectual activity, which results in novel ideas (Shafi *et al.*, 2020).

Uddin *et al.* (2019) also revealed that employee's creative personal identity (CPI) will influence innovative behaviour. CPI stimulates its personal resource to become highly involved in innovative behaviour. Therefore, based on the theory, employee creative personal identity influenced their engagement in the innovation process significantly (Uddin *et al.*, 2019). Thus, the following hypothesis is proposed.

H1: There is a relationship between employee creativity and IWB.

3. Research Methodology

3.1 Research Flow Chart

The flow chart of this study show that the process of the research from beginning to end. There are eight steps in research process which the first part is research background, problem identification, research objectives and literature review. Moving on, is the data collection and data analysis and finding of the research. Last but not least, is recommendation and conclusion. Figure 1 shows the research flow that will utilized for this study.

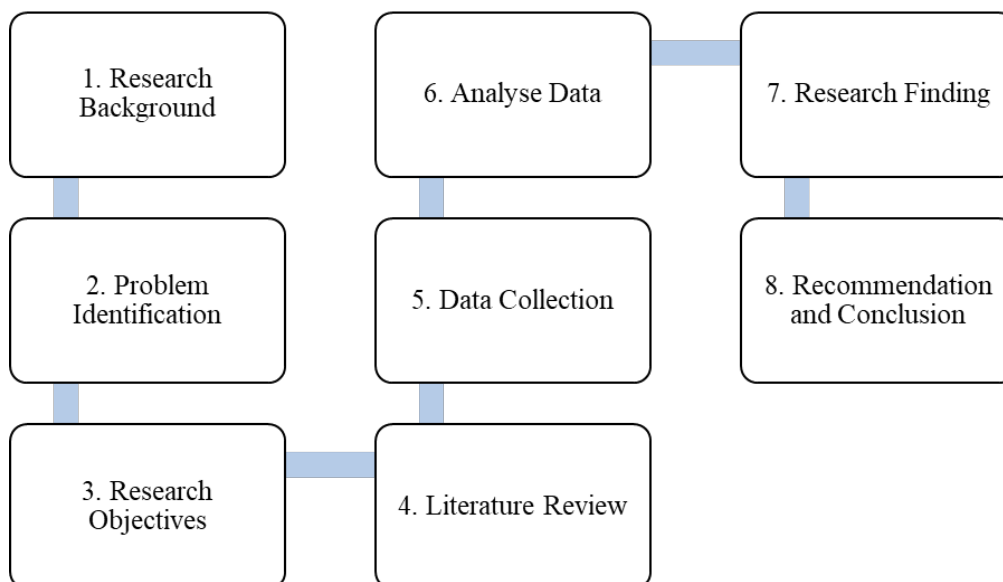


Figure1: Research flow chart

3.2 Research Design

The research method adopted in this study is a quantitative one. The research design that has been chosen for this study offers a survey questionnaire as an instrument. Following the selection of the scales, hotel industry employees will receive an online questionnaire for data collection. Questionnaire surveys are accepted and extensively used for research method to come up with quick collection and analysis of data from a target population.

Moreover, descriptive research is used to gain information to create the hypothesis and identify research question. Furthermore, the research design will explain about the significant variables for data analysis. This approach aims to collect as many respondents as possible among employees in hotel industry in Johor Bahru, Johor.

3.3 Population and Sampling

In general, a population in research is a sizable group of people or things that serve as the principal subject of scientific enquiry. A research study is typically limited to one or more samples taken from a community since populations typically comprise too many people for efficient investigation. In addition, the population is sometimes referred to as a clearly defined group of people or things that share a particular trait.

The target population of this study is the employees of hotel industry and the main area is Johor Bahru, Johor. This area has been chosen for this study because the area is a tourist and traveller attraction place such as Legoland Hotel, Thistle Hotel and Citrus Hotel. There are about 170 hotels located in Johor Bahru, Johor. Besides, the total number of populations of this study is about 14,000 hotel employees.

An appropriate sample from the population is proposed in order to reach the proper general findings. The goal of the sample is to enable the researcher to examine members of the population in order to draw generalizable conclusions about the population as a whole from the study's results. The majority of the data for a given population parameter are also present in a well-chosen sample, but the relationship between the sample and population must allow for reliable predictions about the population.

The data from online questionnaires is collected in this study using convenience sampling, a non-probability sample technique. Sending links to online questionnaires on Google Form to people working in the hotel business in Johor Bahru, Johor, is a convenience sampling technique. 302 employees were selected to be the respondents in this study (Krejcie & Morgan, 1970).

3.4 Instrument

Instrument used in this research is quantitative method which is online survey. The respondents that are involved in this study were employees in the hotel industry in Johor Bahru, Johor. A questionnaire is one of the research instruments that consists of a set of questions and sub-questions or other types of prompts that aims to collect information data from a respondent. This questionnaire aims to collect relevant data from respondents which can be used for numerous of purposes. In this study, the questionnaire survey involves in three sections; Section A, Section B and Section C.

In Section A, there is a demographic information about the respondent. This section included the respondent's age, gender, level of education, salary and others. Next section which is Section B would be the questions about the significant of independent variable which is employee creativity. The core factors of employee creativity which is incentives, employee relations, training, empowerment and leadership. The questionnaire about employee creativity was measured using Zhou & George (2001) while Section C consists of questions related to IWB. IWB was measured using De Jong & Den Hartog (2010). Besides that, the response format was on five-point Likert scale and the answer for the questionnaire categories ranged from "strongly disagree" (1) to "strongly agree" (5). Table 1 shows the measurement that will be used in the questionnaire.

Table 1: Questionnaires

Section	Variables	Sources
Section A	Demographic Profile	
Section B	Employee Creativity	Zhou and George (2001)
Section C	Innovative Work Behaviour	De Jong & Den Hartog (2010)

3.5 Data Collection

This study used a quantitative technique called a questionnaire survey. It places a strong emphasis on gathering data from surveys, questionnaires, and polls and measuring it as well as statistically, mathematically, or numerically analysing it. It also emphasises manipulating data that has already been collected using computational methods. Data collection also refers to the process of gathering all information and data using both primary and secondary sources.

(a) Primary data

In this research, the primary data was obtained by using online questionnaire research method as an instrument to gather the information needed. The questionnaires had been distributed to employees in the hotel industry in Johor Bahru, Johor. This method had boost the data collection process as the population is focused in Johor Bahru, Johor.

(b) Secondary data

Secondary data is the data that has been collected through primary data sources then made it available for future researchers to use in their own research. Previous research projects and articles served as the primary sources of secondary data for this study. Secondary data is used to obtain information from websites Tunku Tun Aminah Library through databases such as Emerald. This study also uses Google Scholar. Hence, online databases also helped in providing information about this topic.

3.6 Pilot Study

A pilot survey is a method for testing a questionnaire with a smaller sample size than the one intended. In the phase of performing this review, questionnaires were distributed either informally simply to convenience samples in some situations, or as a fraction of the entire sample population. Also, the pilot survey examined the precision of the instructions, which was determined by determining if each participant in the pilot sample was able to follow the directions exactly. It gives better insight into the surveys that work best to achieve the study's objectives. Before the actual data is collected in this study, a pilot test is run to evaluate the research instrument's reliability. 15 employees have been chosen for this investigation.

3.7 Data Analysis

Quantitative data method is analysed by using statistical software. Besides that, all questionnaire has been inspected for completeness and will be imported in SPSS for screening and data cleaning. Norusis (2006) stated that Statistical Process for Social Science (SPSS) is a statistical software which enables convenient production of graphical displays and statistical analyses. This study has collected the data collection using SPSS version 20 and it is used for descriptive analysis and correlation analysis for analysis purposes.

4. Results and Discussion

Data for this study was gathered from workers in the hotel sector in Johor Bahru. A total of 302 respondents were required to answer the questionnaire of this study. However, only 155 respondents answered the questionnaire. Based on that, the response rate of this study is 51.32%.

4.1 Reliability Analysis

The Cronbach's Alpha value is utilised in this study to assess the data's internal consistency and dependability. Logically, Cronbach's Alpha outcomes are usually from 0 to 1 but it can also be a negative number which means that the data collected is incorrect. The general rule of thumbs is that a Cronbach's Alpha of 0.70 and above means it is a good value, 0.80 and above means it is a better value and 0.90 and above means the best value of Cronbach's Alpha.

Table 2: Reliability test (Actual study)

Variable	Cronbach's Alpha	N-Items in scale	N-Respondents
Employee Creativity	0.922	13	155
Innovative Work Behaviour	0.930	17	155

Table 2 shows the reliability test for the actual study for each variable. In this study, a total of 155 respondents which consists employees from the hotel industry in Johor Bahru, Johor was conducted for the actual study. Based on the table for the actual study, the value of Cronbach's Alpha for employee creativity is 0.922. While the value of Cronbach's Alpha for employee creativity is 0.930 respectively. The result shows that the reliability test for actual study is acceptable and excellent which reflects the actual study is reliable.

4.2 Descriptive Analysis

There are five questions in the demographic information which are gender, age, level of education, monthly salary and number of years working. Majority of the respondents are female (66.5%) between 25-34 years old (51.6%), had secondary education (39.4%), have an income between RM1,501-RM3,000 (50.3%) and have been working for less than a year (45.2%).

4.3 Descriptive Analysis for Employee Creativity

Table 3: Employee creativity

No.	Item	Mean	Std Deviation	Level
1	I suggest new ways to achieve goals.	4.14	.926	High
2	I come up with new ideas to improve performance.	4.01	.773	High
3	I search out new service ideas.	3.86	.871	High
4	I suggest new ways to increase service quality.	3.85	.854	High
5	I am a good source of creative ideas.	3.92	.789	High
6	I am not afraid to take risk.	3.85	.844	High
7	I promote the champion ideas to others.	3.85	.866	High
8	I exhibit creativity on the job when given the opportunity to.	3.85	.771	High
9	I develop adequate plans for the implementation of new ideas.	3.97	.813	High
10	I often have innovative ideas.	3.88	.907	High
11	I come up with creative solutions to problems.	3.97	.856	High
12	I often have a fresh approach to problems.	4.01	.853	High
13	I suggest new ways of performing work tasks.	4.05	.824	High
	Total	3.94	.842	High

Table 3 shows the level of mean and standard deviation of employee creativity with a mean of 3.94 and standard deviation of 0.842. The highest mean and standard deviation is the item of ‘I suggest new ways to achieve goals with the mean of 4.14 and standard deviation of 0.926. The lowest mean and standard deviation is the item of ‘I exhibit creativity on the job when given the opportunity to’ with the mean of 3.85 and standard deviation of 0.771. Overall, employee creativity has a high central tendency range. This reflects that the level of employee creativity is at high level.

4.4 Descriptive Analysis for Innovative Work Behaviour

Table 4: Innovative work behaviour

No.	Item	Mean	Std Deviation	Level
Idea Exploration				
1	I pay attention to issues that are not part of my daily work.	4.10	.881	High
2	I look for opportunities to improve things.	4.06	.758	High
3	I consider innovative opportunities.	4.12	.733	High
4	I wonder how things can be improved.	4.11	.769	High
5	I explore new services.	4.15	.815	High
	Total	4.11	.791	High
Idea Generation				
1	I search out new working methods.	4.06	.783	High
2	I generate original solutions for problems.	4.06	.714	High
3	I create new ideas.	4.00	.853	High
4	I find new approaches to execute tasks.	4.03	.781	High
	Total	4.04	.783	High
Idea Championing				
1	I mobilize support for innovative ideas.	4.13	.843	High
2	I acquire approval for innovative ideas.	4.02	.849	High
3	I make important organizational members enthusiastic for innovative ideas.	4.05	.801	High
4	I attempt to convince people to support an innovative idea.	4.10	.874	High
	Total	4.08	.673	High
Idea Implementation				
1	I transform ideas into useful applications.	4.00	.790	High
2	I systemically introduce innovative ideas into work practices	4.03	.764	High
3	I contribute to the implementation of new ideas.	4.08	.769	High
4	I put effort into the development of new things.	4.08	.805	High
	Total	4.05	.782	High

The summary of innovative work behaviours, including concept exploration, idea development, idea championing, and idea implementation, is shown in Table 4. Based on the table variable with the highest mean and standard deviation is idea exploration with a mean of 4.11 and standard deviation of 0.791 followed by idea championing, idea implementation and the least variable is idea generation with the mean of 4.04 and standard deviation of 0.783.

4.5 Normality Test

Table 5: Normality Test

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee Creativity	.123	155	.000	.930	155	.000
Innovative Work Behaviour	.129	155	.000	.897	155	.000

a. Lilliefors Significance Correction

Table 5 shows the result of normality test using Kolmogorov-Smirnov to see whether the data of the study is normal distribution or not. In this section there are 155 respondents who answered the questionnaire to test data analysis. The results of normality are based on independent variable which is employee creativity. The outcome is not normal as the significant value is below 0.05. The dependent variable which is the innovative work behaviour is not normal which is also 0.05. Therefore, the results shown for normality test is not normal and non-parametric test is use for overall data.

4.6 Correlation Analysis

Table 6: The Correlation between Variables of Employee Creativity and IWB

Independent Variable	Dependent Variable
Employee Creativity	Innovative Work Behaviour
	Spearman Correlation
	0.532**
	Sig. (2-tailed)
	0.000

** . Correlation is significant at the 0.01 level (2-tailed).

Table 6 shows Spearman correlation between employee creativity and innovative work behaviour. The results express that the value of Spearman’s rho correlation is 0.532 with significant value $p < 0.01$. This appears that there is a moderate relationship between employee creativity and innovative work behaviour. Therefore, the hypothesis (H1) is accepted

5. Discussions and Conclusions

5.1 Research Question 1: Level of employee creativity in hotel industry in Johor Bahru

The findings of this study demonstrate that employee creativity has been practiced by employees in hotel industry. Based on the data analysis, all thirteen items for employee creativity are high level. The total average of mean for employee creativity is 3.94 while the total average of standard deviation is 0.842 which define high level. The results proved that the respondent agreed employee creativity is important in hotel industry.

5.2 Research Question 2: Level of innovative work behaviour in hotel industry in Johor Bahru

This study found that the level of innovative work behaviour is high especially in four dimensions which are idea exploration, idea generation, idea championing and idea implementation. The result of this study shows that idea exploration has been applied by employees in hotel industry. Based on the data analysis, all five items for idea exploration are at high level. The total average of mean for idea exploration is 4.11 while the total average for standard deviation is 0.791 which reflects high level. The

result proved that the respondents agreed that idea exploration is essential in hotel industry especially in solving problems in the workplace. Kanter (1988) stated idea exploration is where employees find ways on how to solve a problem. Moreover, employees in hotel industry feels that practicing idea exploration helps them to improve their way of finding solutions to a problem.

In overall, the level of idea generation is high among employees in hotel industry in Johor Bahru, Johor with the mean of 4.04 and standard deviation of 0.783. This shows that the respondents agreed idea generation is influential in their workplace. This is because idea generation leads to new product development and innovation. This proves that when there is idea generation, there will be innovation in the workplace.

In short, the total average of mean and standard deviation for idea championing which are 4.08 and 0.673 respectively that indicates high level. This shows that employees in hotel industry highly utilizes idea championing in their workplace. Besides that, idea championing is important to assure that ideas are realistic and can be accepted. This can be summarized that utilizing idea championing will generate realistic and acceptable solutions.

Based on the result, the total average of mean and standard deviation for idea implementation is 4.05 and 0.782 respectively which reflects high level. This can be proven that employees in hotel industry accepts that idea implementation is the root for innovation to help them in coming up with a solution. Foss *et al.* (2013) strongly confirms that employee who comes up with innovative ideas are more likely to know how to put them in action.

5.3 Research Question 3: Relationship between employee creativity and innovative work behaviour among employees in hotel industry in Johor Bahru

The data analysis conducted on the relationship between employee creativity and innovative work behaviour shows that there is a positive relationship between them. The value of Spearman's rho correlation coefficient is $r=0.532$ which indicates that there is a positive and moderate correlation between employee creativity and innovative work behaviour. As a whole, the hypothesis is accepted. This proved that by practicing employee creativity in the workplace will increase innovative work behaviour among employee in hotel industry in Johor Bahru.

There are many studies that supports the hypothesis above. The results of this investigation support those of the prior study. Karatepe (2020) who conducted a study among Arab hotel employees in Palestine shows that climate for creativity leads to innovative behaviour. AlMazrouei *et al.* (2022) also revealed that employee creativity enhanced innovative work behaviour. Other than that, creativity exist when there is freedom which does not happen when employees are facing stress (Madjar & Walters, 2008). It follows that there is a correlation between the qualities of creativity, such as flexibility, and inventive work behaviour. Employee creativity exercises can motivate staff to work creatively (Shafi, 2020).

5.4 Conclusions

This study will expand awareness of the relevance that employee creativity leads to innovative work behaviour especially in hotel industry. This study also contributes to organizations and practitioners. It can also give insight to organizations to focus on employee creativity to enhance creative workplace conduct. Furthermore, it will also help organizations to identify the elements of employee creativity that improves innovative work behaviour in organizations. Other than that, this research has been carried out to achieve the objectives of the research which is to determine the level of employee creativity and level of IWB and their relationship. Overall, the hypothesis is accepted. Thus, it can be summarized that level of both IWB and employee creativity were high. In addition, employee creativity influences innovative work behaviour among employees in hotel industry.

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