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FOSTERING HOTEL EMPLOYEES INNOVATIVENESS THROUGH ORGANIZATIONAL CULTURE AND KNOWLEDGE SHARING

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Abstract

The objective of this study is to examine the influence of both organizational and individual factors, specifically organizational culture (OC) and knowledge sharing behavior (KSB), on innovative work behavior (IWB). The research employed a quantitative method with an explanatory approach to establish causal relationships among the variables through hypothesis testing, utilizing SEM-PLS for data analysis. Data collection was conducted through purposive sampling, involving a total sample size of 91 three-star hotel employees. The analysis indicated that organizational culture positively affects both knowledge sharing behavior and innovative work behavior. Furthermore, knowledge sharing behavior has a direct and indirect significant impact on IWB within the three-star hotel industry employees.

Keywords: *innovative work behavior; knowledge sharing behavior; organizational culture; hospitality*

INTRODUCTION

The ability to continuously provide high-quality services to customers is essential for companies in the service/hospitality industry (Al Ababneh, 2017; Nanu et al., 2024). Thus, innovation is generally acknowledged as a vital factor for the success of tourism companies and destinations. It is considered a strategic matter that tourism businesses need to grasp in order to remain competitive and attain sustainable growth (Fernandes & Pires, 2021). While there is increasing interest in innovation research within the tourism sector, it is seldom addressed or investigated in the hospitality industry (Meira et al., 2019; Nieves & Segarra-Ciprés, 2015). This may raise concerns, especially the characteristics of the hospitality industry today are demanding, sophisticated, and fast-paced (Ali et al., 2021). As innovation is crucial for improving competitive advantage in the global market, particularly during challenging times (Sharma et al., 2021), the hospitality industry increasingly needs innovation-focused research and detailed analysis.

Unlike manufacturing or high-tech companies, which rely heavily on research and development for innovation, hospitality firms depend more on the creative actions of their employees to drive innovative work behavior (Eid & Agag, 2020; Li & Hsu, 2016). Employee innovative work behavior plays a crucial role in creating positive customer experiences, increasing hotel loyalty (Al-Hawari et al., 2021), and is a fundamental driver of corporate innovation. According to Wang (2023), innovative behaviour recently has been incorporated into the assessment system of employees' performance due

to its critical influence on companies' performance, showing the importance to to explore the antecedents.

Innovative work behavior (IWB) is generally characterized as a complex work behavior that includes idea generation, idea promotion, and idea realization (Janssen, 2000; Scott & Bruce, 1994). Several studies have linked leadership, employee engagement, and organizational climate to IWB. However, as mentioned by Yang et al. (2022), other IWB studies in the hospitality sector have focused more on leadership as a contextual factor and neglected organizational culture's role. In fact, at the organizational level, researchers have stated that the most prominent factors in determining innovation are organizational design and organizational culture (Damanpour, 1987; Mumford, 2000). Therefore, this study focuses on organizational factors, especially organizational culture, to explain innovative work behavior.

In an organizational environment, culture refers to members' values, beliefs, and norms (Schein & Schein, 2016). Earlier research has demonstrated a favorable connection between organizational culture and innovative work behavior (Eskiler et al., 2016; Stoffers et al., 2015). However, recent research by Cardina and Negara (2022) indicates no significant influence. To address the existing gap, a mediating role is essential for explaining the relationship between organizational culture and innovative work behavior through the existence of indirect effects.

Besides organizational culture, knowledge sharing behavior (KSB) is particularly important for fostering innovation within an organization. New ideas and concepts often emerge from the experiences and knowledge gained through interactions with others (Chen & Pongtornkulpanich, 2024). Employees engaged in KSB can acquire valuable knowledge and experiences that contribute to the development of innovative solutions (Asurakkody & Kim, 2020). In contrast, employees who participate in knowledge hiding behavior may negatively impact innovative work behavior (Aliane et al., 2023). Previous research indicates that organizations that promote KSB and support collaboration tend to achieve higher IWB (Vandavasi et al., 2020).

Furthermore, the factor used to explain innovative work behavior in this study can be explained by Social Cognitive Theory (SCT). SCT, developed by Bandura (1986), emphasizes that a dynamic and reciprocal interaction among personal factors, behavioral patterns, and environmental influences shapes human behavior. While the full triadic model includes all three components, this study focuses specifically on the interaction between environmental (organizational culture), and behavioral factors (knowledge sharing behavior), that affect behavior outcomes such as innovative work behavior.

The research takes place at a state-owned hotel managed by PT. Hotel Indonesia Group (HIG) in Indonesia. Specifically, we have chosen a three-star hotel within the "Inna" cluster. The novelty and urgency of this research is to research three-star hotels due to the observed inequality in innovative behavior among employees. Studies indicate that frontline staff at three-star hotels tend to be less creative compared to their counterparts at four- and five-star hotels (Alessa et al., 2022). Limited resources often lead employees at three-star hotels to hesitate in proposing new and creative ideas (Sharif et al., 2024).

Based on the existing research problems and gaps, the purpose of this study is to examine the influence of organizational and individual factors, especially organizational culture (OC) and knowledge sharing behavior (KSB), on innovative work behavior (IWB) in three-star hotels in Indonesia. This study also examine the indirect effect of KSB between OC and IWB.

This study contributes theoretically to the development of industrial and organizational psychology knowledge, namely how organizational factors and knowledge sharing behavior influence innovative work behavior. This study also contributes to social cognitive theory, especially regarding environmental and behavioral aspects of the theory. Practically, this study provides valuable insights for managers and decision-makers in three-star hotels to learn and apply strategies for developing employee innovative behavior that can be useful for hotel competitive advantage, even though three-star hotels have limited resources.

METHODS

This study employs a quantitative research design with an explanatory approach to elucidate the causal relationships between the research variables through hypothesis testing grounded in previous theories (Davison & Smith, 2018). Primary data for this study were collected using a survey method through a questionnaire. Due to the need to consider departments with close relationships that require innovative behavior, this study employed purposive sampling. According to (Campbell et al., 2020), purposive sampling is a form of non-probability sampling in which the researcher chooses specific units to study based on their judgment, considering them to be the most relevant and representative for the research.

This study focused on hotel employees at three-star establishments, within the "Inna" cluster in PT Hotel Indonesia Group. After obtaining research permits from the hotels, the researcher contacted the human resources departement to explain the research and obtain overall employee data. Based on this data, questionnaires were distributed to selected employees, resulting in a total sample of 91 respondents.

Furthermore, respondents were required to answer all statements in the questionnaire using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). For measuring organizational culture, this study references the seven cultural characteristics outlined by Robbins et al. (2013). An example of an organizational culture item is, “My organization supports me in seeing the world differently.” Knowledge-sharing behavior was measured based on Yi (2009) research, with an example item being, “I express ideas and thoughts in team meetings.” Finally, innovative work behavior was assessed using measurement developed by De Jong and Den Hartog (2010). An example item is, “I pay attention to things that are not part of my daily work.”

The data collection process in this study began with the researcher sending a formal research permit letter to each targeted three-star hotel. After obtaining permission, the researcher contacted the human resources manager or designated contact person at each hotel to collect employee data. Since this study used purposive sampling, the researcher selected employees relevant to the research variables using Microsoft Excel. This application was chosen because the raw data from HR managers were already in Excel format and the software facilitates the organization and filtering of large datasets. The sorted list of employees was then returned to the HR managers, who informed the selected employees about their participation in the study. A questionnaire, developed using Google Forms and previously validated through expert judgment, was then distributed to these employees with assistance from the HR managers. Once 30 responses were collected, the data were tested for construct validity and reliability using the SmartPLS 3.0 software. After confirming the outer model including outer loading and Cronbach Alpha is meeting the standard, the questionnaire distribution continued with the cooperation of the HR managers until the desired number of respondents was reached. Afterward, all collected data were reviewed again for completeness and analyzed using descriptive and inferential methods through Structural Equation Modeling with Partial Least Squares (SEM-PLS) in SmartPLS 3.0.

RESULTS

The sample consisted of 91 respondents, 67 of whom were male and 24 were female. In terms of education, most respondents held a Diploma or High School education, while a smaller percentage had a bachelor’s degree or higher. This trend is reflective of the hospitality industry, which tends to prioritize practical knowledge over theoretical. The distribution of respondents across departments shows a significant concentration in operational and service-oriented areas, such as Food & Beverage (F&B), Housekeeping, and Front Office. This concentration is linked to the nature of jobs in hospitality, which involve direct interaction with customers. Furthermore, these key positions play a crucial role in hospitality innovation, as they are on the front lines and are expected to enhance service quality and customer satisfaction.

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The data analysis utilized statistical methods, specifically Structural Equation Modeling Partial Least Square (SEM-PLS) with SMART PLS 3.0. SEM-PLS was chosen because it is capable of effectively handling complex models, such as those containing numerous constructs and indicators, reflective and formative measurement models, mediation and moderation effects, high-level constructs, and nonlinear relationships. Furthermore, Hair et al. (2019) argue that SEM-PLS is suitable for testing a theoretical framework from a predictive perspective and is well-suited for use in small populations.

This research assessed convergent and discriminant validity, as well as the reliability, of the scales to establish construct validity. To achieve this, the researchers analyzed the factor loading, average variance extracted (AVE), Cronbach's alpha (CA), and Composite Reliability (CR). The analysis of the outer loading for all items used in each indicator exceeded the recommended threshold. However, 5 items were eliminated in the process due to low outer loading (<0.4) and affecting high discrimant validity between knowledge sharing and innovative work behavior. According to Hair et al. (2017), factor loading estimates should ideally be 0.7 or higher. If factor loading is >0.4 but <0.7 is appropriate if the constuct internal consistency reliability and convergent validity is valid, and below 0.4 are considered for elimination.

Additionally, all construct variables demonstrated good internal consistency reliability according to Hair et al. (2017), as indicated by Cronbach's Alpha values exceeding the acceptable threshold of 0.7. The Composite Reliability (CR) values for all constructs were found to be above the recommended threshold of 0.7, suggesting a high level of internal consistency reliability and indicating that the variables reliably represent unobserved constructs. Lastly, the Average Variance Extracted (AVE) values for all constructs exceeded the minimum acceptable value of 0.5, indicating that the latent variables explain more than half of the variance of their indicators, providing evidence of convergent validity.

To evaluate the discriminant validity of the instruments, this research used Heterotrait-monotrait (HTMT) ratio. The HTMT value below 0.90 indicates satisfactory discriminant validity between the two reflective constructs (Sarstedt et al., 2022).

Table 1. Direct Effect

Hypothesis	Original Sample	Standard Deviation	T Statistics	P Values	Result
(H_1) OC → KSB	0,687	0,058	11,852	0,000	Supported
(H_2) OC → IWB	0,258	0,091	2,847	0,002	Supported
(H_3) KSB → IWB	0,641	0,087	7,388	0,000	Supported

Source: Developed by authors (2024)

After model is valid, bootstrapping procedure was run to assess the path coefficients, t-values, *p*-values and coefficient of determination (R^2). Before that, we assessed multicollinearity by examining the variance inflation factor (VIF), and found that none of the VIF values exceeded 0.5 (Hair et al., 2017).

The direct effect testing results (Table 1) revealed that there is a positive relationship between organizational culture towards knowledge sharing behavior and innovative work behavior, which means that when organizational culture is higher, KSB and IWB tent to be high. Thus, H_1 and H_2 is supported. Positive relationships also existed between knowledge sharing behavior and innovative work behavior, which mean that knowledge sharing behavior is important influence to innovative work behavior. Thus, H_3 is supported.

Table 2. Indirect Effect

Path	Original Sample	Standard Deviation	T Statistics	P Values	Result
OC → KSB → IWB	0,460	0,076	6,032	0,000	Mediation

Source: Developed by authors (2024)

Moreover, we also conducted bootsrapping analysis to find the mediating effect or indirect effect of knowledge sharing behavior towards the relation between organizational culture and inovative work behavior. Table 2 show that the organizational culture effect on innovative work behavior was significant via knowledge sharing behavior.

Aditionally, we found that organizational culture interpreted 47% of the variance in knowledge sharing behavior (R^2 = 0.471). Then, organizational culture and knowledge sharing behavior interpreted 70% of the variance in employee innovative work behavior (R^2 = 0.704). Based on the result, the path analysis diagram can be shown in Figure 1.

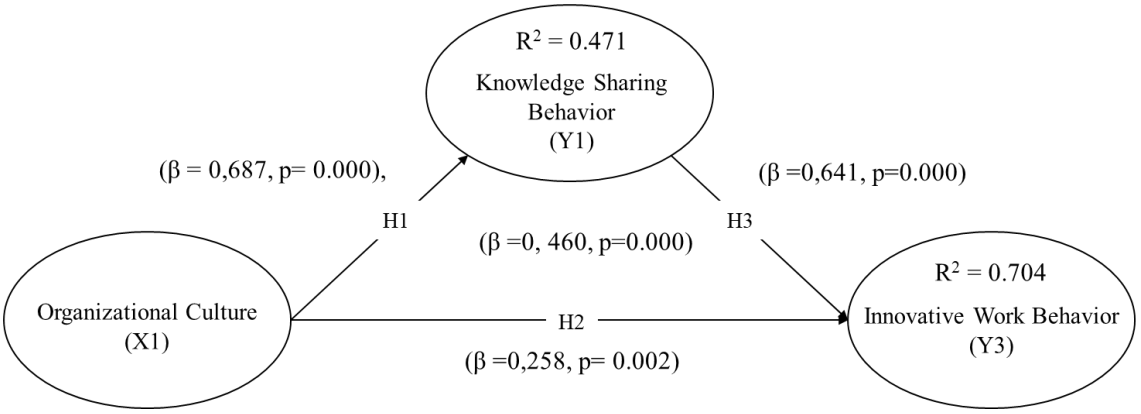

Figure 1. Overall Path Diagram

Source: Developed by authors (2024)

DISCUSSION

The findings indicate that organizational culture positively and significantly influences knowledge-sharing behavior. A culture that emphasizes values such as trust, collaboration, and open communication fosters an environment where employees feel safe and encouraged to share their knowledge and experiences without fear of negative repercussions (Ardichvili et al., 2003; Lee et al., 2010). It similar as highlighted by Ng (2023), that to promote effective knowledge sharing, it is essential for managers to cultivate strong relationships among colleagues, rather than merely concentrating on their connections with the organization itself. Additionally, organizational culture shapes how employees perceive knowledge sharing as a valuable and expected practice. In the hospitality industry, the organizational culture is centered around prioritizing guest satisfaction and ensuring a positive experience for visitors. To gain valuable insights into each guest's preferences, it is essential for staff to share knowledge and collaborate effectively (Lim & Ok, 2021). These findings support the research of Al-Alawi et al. (2007), Azeem et al. (2021), and Curado et al. (2023) which demonstrates that organizational culture positively influences knowledge sharing behavior.

Moreover, organizational culture positively and significantly influences innovative work behavior. Organizational culture influences individual willingness to innovate (IWB) through various mechanisms, such as the values, norms, and beliefs it promotes, as well as the systems and practices it establishes. A strong culture such that prioritizes innovation can encourage employees to embrace it as a core organizational value and strengthen their commitment to it. In hospitality, a culture that values knowledge (knowledge centered-culture), experimentation, and accepts calculated risks empowers employees to propose and implement new ideas aimed at enhancing guest experiences and improving operational efficiency (Alzghoul et al., 2024). Additionally, a supportive organizational culture reduces the fear of failure and fosters psychological safety, allowing staff members to think

outside conventional boundaries and suggest innovative solutions to common challenges (Aldabbas et al., 2021). The support can come from its leader to foster an organizational culture that is more creative, adaptive, and innovative, thereby enhancing innovative work behavior (Khan et al., 2020). This result aligns with previous research that organizational culture has a positive inlfuence towards innovative work behavior (Eskiler et al., 2016; Naranjo-Valencia et al., 2016; Stoffers et al., 2015; Yang et al., 2022).

Finally, knowledge plays a crucial role in driving innovation. Expert knowledge from leaders, as well as awareness of past solutions and events, can serve as a foundation and inspiration for new ideas. Directly sharing knowledge with colleagues enhances team expertise, increasing the chances of generating innovative concepts even during a crisis (Xu & Wei, 2023). As noted by Radaelli et al. (2014), "idea generation is a process of knowledge creation that requires recombining internal and external knowledge into a new form." Implementing ideas typically requires collaboration among multiple individuals, as it draws on the diverse knowledge, skills, and perspectives of various employees, creating a synergistic effect (Liu & Phillips, 2011). This result supports the concept of knowledge sharing behavior have a positive and significant effect on innovative work behavior by previous scholar (Asurakkody & Kim, 2020; Islam et al., 2022; Vandavasi et al., 2020). Especially, with the mediating effect showing significant effect of knowledge sharing between organizational culture and innovative work behavior, this research reinforces Sharif et al. (2024) assertion that despite their limitations, three-star hotels have the potential to innovate through effective knowledge management.

The findings of this study provide empirical support for the application of Social Cognitive Theory (SCT) in the context of organizational behavior, particularly within the hospitality industry. SCT posits that human behavior is shaped through a dynamic interaction between environmental influences and behavioral patterns (Bandura, 1986). In this study, organizational culture functions as an environmental factor, while knowledge sharing behavior represents a behavior process that leads to the development of innovative work behavior. The positive and significant influence of organizational culture on innovative work behavior affirms that a supportive and collaborative work environment can directly encourage employees to engage in innovation. Furthermore, the finding that knowledge sharing behavior also positively affects innovative work behavior reinforces SCT’s emphasis on observational learning, social reinforcement, and behavioral modeling. Employees are more likely to develop innovative behaviors when they operate in environments that promote the open exchange of ideas and mutual learning.

Most notably, the mediating role of knowledge sharing behavior highlights that organizational culture does not only influence innovation directly, but also indirectly through social interaction mechanisms. This finding aligns with SCT's view that behavior is learned and reinforced in social contexts. The mediation confirms that employees internalize the values and norms of the organizational culture through knowledge exchange processes, which then translate into innovative actions.

Practically, the significant relationship between organizational culture and IWB indicates the need to maintain organizational culture values in hotels to support innovation. For example, cultures that can be implemented include valuing creative problem-solving related to increasing guest service satisfaction by implementing a "no blame" policy for new ideas that do not work. Encouraging hotel employees to voice their criticism and suggestions during regular team meetings and rewarding innovative solutions through awards. Management must also demonstrate openness to new ways and actively participate in receiving employee suggestions, which shows that innovation is valued at all levels of the organization.

In addition, highlighting that knowledge sharing behavior contributes to innovative work behavior, companies must carry out activities that motivate employees to share knowledge. Things like having a digital platform where employees can easily share tips, tricks, and best practices with colleagues across shifts and departments. Facilitating experienced employees to share their expertise in informal settings and small groups regularly. Creating a structured mentoring program that pairs

experienced employees with newer staff members. Not to forget, giving awards to employees who actively share their knowledge and help others improve their skills also can be impactful to maintain knowledge sharing behavior towards innovative work behavior.

CONCLUSIONS

This study offers valuable insights into the relationships among organizational culture, knowledge sharing behavior, and innovative work behavior in the hospitality industry. Organizational culture significantly influence knowledge sharing and innovative work behaviors. Also knowledge sharing behavior directly and indirectly have a positive and significant effect towards innovative work behavior. This research underscores the importance of cultivating a supportive organizational culture as stimulus to promote knowledge sharing behavior and finally drive innovative work behavior in three-star hotel. Although this research provides novelty by explicitly focusing on three-star hotels in Indonesia, the findings may be limited in generalizability for other locations and contexts. Furthermore, the small sample size and selection method may have introduced bias, potentially leading to the underrepresentation of certain demographic groups or types of three-star hotels.

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