

DO EMPLOYEES PERSONAL AFFAIRS, WORK ENVIRONMENT, AND LEADERSHIP INFLUENCE CREATIVITY AND INNOVATION

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ABSTRACT

The hospitality industry largely depends on its employees' performance to offer consumers unrivaled services; thus, it is critical to identify the variables that boost innovation and creative performance. Therefore, this study aims to look at the impact of various elements, including the work environment, Employees' Personal Affairs, and leadership, on employees' creativity and innovation. The quantitative research approach is employed, and a questionnaire survey is utilized and distributed to a group of classified hotels in Jordan. Data were collected from 249 employees working in Amman's hotels. T-test, ANOVA, and Simple regression analysis were carried out using SPSS software. The findings showed that the Work Environment and Leadership have significantly affected employees' creativity and innovation, whereas Employees' Personal Affairs don't impact their creativity. The study's uniqueness comes from the fact that it advances knowledge and offers managers a greater comprehension of the factors that influence workers in the hospitality sector.

KEYWORDS

Personal Affairs, Leadership, Work Environment, Innovation, Creativity, Hotel

المخلص

تعتمد صناعة الضيافة إلى حد كبير على أداء موظفيها لتقديم خدمات لا مثيل لها للمستهلكين؛ وبالتالي، فمن الأهمية بمكان تحديد المتغيرات التي تعزز الابتكار والأداء الإبداعي. ولذلك تهدف هذه الدراسة إلى النظر في تأثير عدة عناصر مختلفة بما في ذلك بيئة العمل، والشؤون الشخصية للموظف، والقيادة، على الإبداع والابتكار لدى الموظفين. تم استخدام منهج البحث الكمي، وتم استخدام استبيان وتوزيعه على مجموعة من الفنادق المصنفة في الأردن حيث جمعت البيانات من ٢٤٩ موظفاً يعملون في فنادق عمان. من أجل الوصول إلى النتائج المرجوة من هذه الدراسة تم إجراء اختبار T-test ، و ANOVA، وتحليل الانحدار البسيط باستخدام برنامج SPSS. وأظهرت النتائج أن بيئة العمل والقيادة أثرت بشكل كبير على الإبداع والابتكار لدى الموظفين، في حين لم تؤثر الشؤون الشخصية للموظف على إبداعهم. ويأتي تفرد هذه الدراسة من حقيقة أنها تطور المعرفة وتوفر للمديرين فهماً أكبر للعوامل التي تؤثر على العاملين في قطاع الضيافة.

الكلمات الدالة

الشؤون الشخصية، القيادة، بيئة العمل، الابتكار، الإبداع، الفندق.

1. INTRODUCTION:

The hospitality industry depends on its success to a large extent on the employees as the service is developed and provided to the client by the workforce. The ability of hospitality organizations to thrive and succeed in the service industry depends on the quality of their services (Abu Zayyad et al., 2020). For the Hospitality industry to provide a quality service that meets customer expectations, this labor-intensive industry needs to hire, train and maintain a qualified and highly skilled workforce. This point is reinforced by Davidson (2003), who discovered that both having and being able to retain the proper personnel would considerably contribute to an organization's performance. Hinkin and Tracey (2000) found that high turnover was a significant problem for Human Resources. High turnover will thus impact the quality of services in the operating environment of the hospitality industry (Alananzeh et al., 2018; Abuhashesh et al., 2019; Ali, 2019; Jawabreh et al., 2020).

There has been a great deal of analysis and study on leadership, the roles of leaders, the components of leading authorities, and models of leadership implementation in society due to the wide application of leadership strategies, their effectiveness, and the impact on human forces in organizations. In addition, knowledge of the organization's general environment and its relationship with various aspects may play an essential role in employees' creative performance, such as the work environment and its part in the optimal management of organizational affairs. For an organization to meet its aim of offering a competitive service, it is vital to evaluate the elements that play a crucial role in creative performance (Alrowwad et al., 2020).

The work environment is a broad concept that refers to the general framework that contains the workplace, work policies, and how to accomplish and provide service to the company's employees (Mohannad & Awn, 2020). A review of the recent literature shows the work climate of an organization can be seen as expressing its own practices. The connection between the work environment and the organization is analogous to the personality-individual interaction (Heidarzadegan, 1996). The hotel industry must understand and strive to provide and create an ideal institutional environment that increases the creative performance of its employees and motivates them to do so. (Farrell & Hurt, 2014; Ramos et al., 2018; Mohannad & Awn, 2020). In addition, employees' personal affairs may impact their innovation and creative performance, such as family problems that may negatively affect their performance (Saeed et al., 2013). Their depression also affects their performance (Arocena & Nuñez, 2014). Exceptional work practices are related to comfort, and low performance is related to family conflict (Zahoor et al., 2012).

It is essential to understand the innovative process, innovative product, innovative and creative individuals, innovative conditions, and how each relates to the overall creativity of the organization (Woodman et al., 1993; Assaf & Josiassen, 2016). Accordingly, if general managers want their hotels to be innovative, they must foster creativity and provide the appropriate space for each employee to be creative and unleash their skills (Shalley, 2004). Innovation and creative performance are both cognitive processes that involve finding and developing solutions to new and unclear problems faced by the employee, which would enhance the organization's reputation with regard to its products, services, processes, and procedures. Creative performance may also relate to breaking out of the ordinary and providing a service in a new and attractive way (Hunter et al., 2007). Innovation and creativity must be defined to enable a business to achieve the desired creative results. Functional creativity accomplishes the tasks assigned to the employee; participatory creativity, where the employee participates in formulating the

institution's policies; and leadership creativity, where leaders improve the institution's performance (Waples & Friedrich, 2011).

Studying the importance of innovation and the creative performance of hotel workers is an essential aspect of excellence and competition. This topic has been thoroughly researched in developed countries, and its factors have been touched upon (Assaf & Josiassen, 2016; Ali, 2019). However, quite arguably, there is a dearth of information on this topic in developing countries, where it is not discussed enough. Since Jordan is a developing country, the hotel industry lacks such a study, so this study was conducted to show the effect of a group of factors, such as the work environment, personal affairs, and leadership, on hotel workers' creative and innovative performance.

Therefore, the current study aims to highlight the importance of creativity and innovation and to provide the appropriate working conditions for workers to unleash their innovative and creative ideas to improve the service's image and reach the highest levels of customer satisfaction. The study also aims to examine the impact of the work environment, personal affairs, and leadership on a staff's creativity and innovation. In addition, it seeks to investigate whether an employees' age, gender, occupation, and hotel category could affect their creativity and innovation. It also aims to provide Jordanian hotels with visions and suggestions on the factors associated with their hotels that affect the creative performance of their employees.

The research also aims to provide theoretical and practical contributions and benefits. Theoretically, the research aims to pave the way for other researchers to study factors that positively affect workers' creativity in various sectors. In practice, it gives recommendations to decision-makers and hotel managers on how to deal with workers to stimulate their creativity, encourage them to innovate and develop, and create an ideal work environment for excellence and how to move forward in this field.

2. Literature Review

Given the dynamic nature of the modern service industry environment, managers must constantly work to find the best strategies for survival and growth. Ramos et al. (2018) found that incentives, work environment, and continuous support impact organizational creativity, innovation, and skills development. The nature of rapid economic development and fierce competition affects the work environment, especially their unstable psychological state and their attempt to adapt. A study by Ziyu (2022) indicated that effectively managing employees' psychological capital is critical for the modern management of human resources. Firstly, social climates have been studied by (Lewin et al., 1939). The workplace environment in the organizational literature has received considerable interest and has helped conclude certain variables with individual and organizational consequences. Several descriptions of the work environment are part of the literature. Schneider (1990) described the work environment as perceptions of activities, practices, and procedures and the behaviours that are rewarded, encouraged, and anticipated in a specific organizational setting. Several studies (Jawabreh & Alsarayreh, 2017; Maamari & Majdalani, 2017; Müge & Esra, 2018; Mohannad & Awn, 2020) point to the positive effect on the work environment of creativity and innovation.

On the other hand, in numerous organizational contexts, the organizational climate has been examined and linked to several individual, group, and corporate results. In particular, previous studies (e.g., Afshinpour, 2014; Farrell & Hurt, 2014; Kao, 2017) stated that many factors have been linked to the work environment, such as productivity, satisfaction, performance, effectiveness, fairness, work motivation, and willingness to work. However, to the best of our knowledge, there is not much research on the impact of

the organizational environment on the creative spirit of workers. The critical issue is to learn more about the link between the work environment and innovation and its significance to employees' creativity. These explanations lead to the following hypothesis:
H1: The work environment positively influences the employees' creativity and innovation.

Personal affairs are those things that affect an employee's life away from work matters, which may affect his focus or his performance at work (Ajayi, 2018). It is difficult to enumerate these affairs, but they can be family issues (spouse, a child, or parents' illness), grief over the death of a close friend, sudden health problems, or financial matters (Zahoor et al., 2021). It can also include events that affect employee creativity, such as a wife's pregnancy that sometimes requires absenteeism or other long-term issues, such as a chronic illness diagnosis. Personal affairs can negatively affect employees' creativity and innovation performance. Stressed employees are prone to errors and lower productivity. These affairs can also affect their relationships with their co-workers (Zhang et al., 2018). The employee may resort to absenteeism and delay from work. The personal affairs of the employees affect their performance. Personal problems are one of the biggest obstacles to employee productivity. An employee with muddled thinking cannot focus on his job (Arocena & Nuñez, 2014). If the employee is under stress, he will not be able to do the job well, get the required results, and achieve the necessary work output. Personal problems affect employee behavior and performance (Che et al., 2021). The study of Karapinar (2020) focused on the relationship between workaholism and well-being by examining potential mediators of this relationship - facilitators or barriers. The study showed a positive relationship between receiving support from their spouses and families and their confidence in fulfilling their responsibilities. Family problems cause inconvenience to the employee, and he cannot work to his full capacity. Personal issues have a negative impact on employees (Saeed et al., 2013). Thus, these assumptions lead to the following hypothesis:

H2: Personal affairs influence the employees' creativity and innovation.

Several studies (Gu et al., 2015; Jyoti and Dev, 2015; MuñozPascual & Galende, 2017) have found that leadership style positively affects employee creativity and team innovation performance. Reinforcement and encouragement by management to employees fostered knowledge management and self-motivation. They encouraged them to be creative and innovative, which reflected positively and clearly on the company's performance, and that leadership that supports and controls change processes significantly improves employees' creative performance. By its most straightforward meaning, leadership is the ability to affect a group of people to accomplish a goal. The cause of this effect may be both formal and informal, as some administrative authority is delegated to individuals by top management.

Companies need strong leaders and good management to ensure organizational efficiency, improve creativity, and increase innovation (Robbins, 2005). Leadership and creativity are closely connected (Ramos et al., 2018). Leaders must be adequately prepared to encourage others to be more innovative (Bass & Riggio, 2006). Numerous researchers (Mohannad & Awn, 2020) have highlighted that the orientation of employee learning and leadership is positively linked to the innovation of employees. (Wang & Rode, 2010) These authors studied the interactions between leadership, the leader identity of employees, the creative environment, and employees' ingenuity. According to the findings, leadership was not substantially linked to the imagination of workers, nor were the two-way experiences of recognition of leadership with leadership and changed

leadership and creative environment. Other factors severely affecting job performance, satisfaction, and career development include lack of motivation, low wages, personal problems, and lack of scheduled periods. These explanations lead to the following hypothesis:

H3: Leadership positively influences the employees' creativity and innovation.

Many organizational studies did not differentiate between innovation and creativity for the most part. Creativity develops the level of points of view, ideas, or products to differentiate them. While innovation is the application of perspectives, ideas, or products, and as such, innovation comes first, which leads to creativity (Oldham & Cummings, 1996). Innovation is one of the most important elements that significantly impacts employees' morale, increasing the individual's confidence in himself and the organization in which he works (Woodman et al., 1993). Amabile et al. (1996) stated that creativity and innovation are entirely different concepts. The term "creativity" refers to the process of producing a new idea, whereas "innovation" refers to the process of putting the idea into action and commercializing it.

Innovation is vital for workers who can be applied to the corporate work environment because it can help to fulfil the company's goal creatively. The literature contains several definitions of innovation. Sternberg and Lubart (1999) define creativity as an employee's ability to do a task that creates novelty and appropriateness. A widely used definition of creativity is the generation of new ideas for products, services, and methods (Bass, 1999; Shin & Zhou, 2003; Amabile et al., 2006). This description of innovation and creativity includes some methods used to describe problems, produce new techniques, or modify the methods used (Hunaiti et al., 2009; Noor & Dzulkifli, 2013; Tarhini et al., 2015). There is an essential relationship between the organizational environment and the innovation of employees (Mohannad & Awn, 2020). The findings of (Rezaee, 2003) indicated that there was no vital link between an open organizational environment and creativity. There was, however, an essential link between a closed organizational environment and a decline in innovation. In this regard, Noor and Dzulkifli (2013) studied the mediating effect of the organizational environment on the relationship between leadership and innovative behavior in their study conducted in Malaysia. They revealed a significant relationship between the organizational environment and innovative work behavior. Thus, this study assumes that:

H4: There are differences in the respondents' creativity and innovation regarding age, gender, hotel category, and occupation.

2.1 Research Model

Figure (1), the conceptual model that depicts the relationships between the study's variables, was therefore offered to illustrate the study's framework based on the earlier assumptions. It also explains the methodology used to validate these hypotheses.

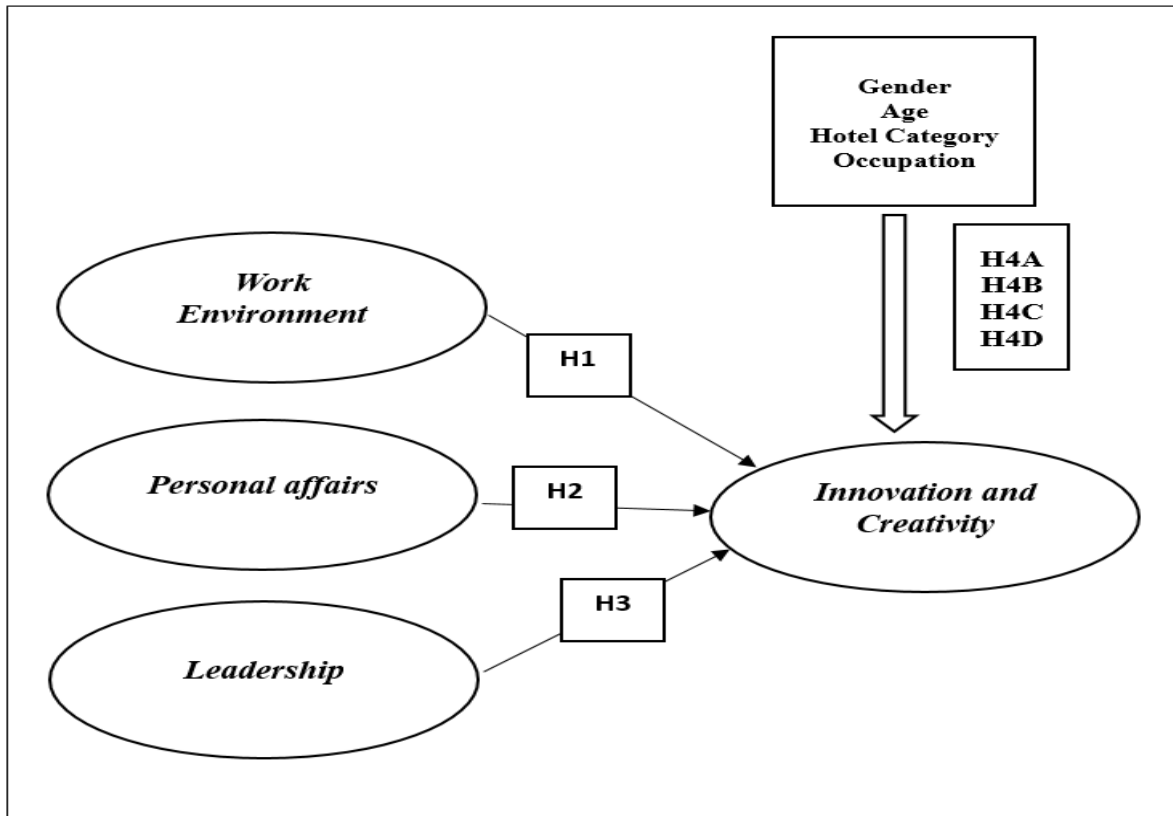


Figure 1. Research Model

3. Methodology

In this section, the study methodology in terms of population determination and utilizing sample techniques is discussed, the study tool, the mechanism for forming the study tool, and the distribution methods are highlighted, and data collection and analysis techniques are explained. Because the questionnaire was prepared for this purpose and disseminated to the study sample, this study relied on a quantitative approach to achieve its aims.

3.1 Sample and Data Collection

This study aims to identify the influence of Work Environment, Employees' Personal Affairs, and Leadership on employees' Creativity and Innovation among hotels in Jordan. To achieve the aim of this study, a questionnaire was formulated based on previous studies related to the study variables (Amabile et al., 1996; Farrell & Hurt, 2014; Gu et al., 2015; Yoti & Dev, 2015; Kao, 2017; Muñoz Pascual & Galende, 2017; Datta, 2018; Ramos et al., 2018; Karapinar, 2020; Mohannad & Awn, 2020; Zhang et al., 2021). The study population comprised all classified hotels in the Hashemite Kingdom of Jordan. The number of classified hotels in Jordan reached 286, and the number of 18,664 employees, including 155 classified hotels in Amman, and the number of workers in them reached 10,814 workers, according to the statistics of the Jordanian Ministry of Tourism and Antiquities (Jordanian Ministry of Tourism and Antiquities, 2022). Therefore, classified hotels in the capital, Amman, were chosen as a study sample because they contain the most significant percentage of classified hotels and are close to the researcher's residence.

A convenient sample technique was utilized. The questionnaire was distributed personally by the researcher to all employees working in Amman's hotels that were available at the time of conducting the research. A research team was appointed to assist the researcher, where they were trained on the mechanism of communication with the study sample and briefed on the ethics of practical research. Determining which sample size represents the population is critical. Hair et al. (2018) pointed out that from 50 to 100 samples are needed in simple regression analysis studies. Memon et al. (2020) recommended using the sample-to-item ratio to determine the required sample size by following the ratio of at least 5 to 1, meaning that there are at least five respondents for each questionnaire item. Since this questionnaire contains 39 items, a representative sample of at least $39 * 5 = 195$ respondents is required.

Accordingly, it was found that the study sample (249 participants) is considered a representative sample. Two hundred eighty-two questionnaires were distributed to the study sample, and thirty-three questionnaires were excluded due to incompleteness of some data, constituting 12% of the total distributed questionnaires, as 249 appropriate questionnaires were analyzed. A pre-test was piloted on a group of 13 hoteliers prior to final administration to ensure the comprehensibility of the questionnaire. Data was obtained from the participants during December 2021 and January and February 2022. full-time hotel employees intensively engaged in servicing customers were chosen according to their accessibility and availability.

3.2 Profile of the Respondents

Table 1. Description of the respondents' demographic profiles

Category	Category	Frequency	Percentage%
Gender	Male	151	74.9
	Female	98	25.1
	Total	249	100.0
Age	Less than 32	178	71.5
	32-41	42	16.9
	42-51	10	4.0
	52-60	15	6.0
	Over 60	4	1.6
	Total	249	100.0
Hotel Category	1 star	6	2.4
	2 stars	5	2.0
	3 stars	32	12.9
	4 stars	53	21.3
	5 stars	153	61.4
	Total	249	100.0
Occupation	Waiter\Waitress	61	24.5

	Front Office Staff	3	1.2
	Concierge	16	6.4
	Sales Staff	2	.8
	Room Attendant	121	48.7
	Executive Housekeeper	13	5.2
	Maintenance Staff	4	1.6
	Chef	13	5.2
	Event Staff	16	6.4
	Total	249	100.0

As indicated in Table (1), males make up about (74.9%) of the overall respondents, while females make up (25.1%). Their ages are less than 32 (71.5%). Most of the respondents are working in five-star hotels (61.4%). Regarding the respondents' occupation, most were room attendants (48.7%), followed by waiters/waitresses (24.5%).

4. Data Results and Discussion

A 5-point Likert scale was used to explore associations between research variables. Reliability and validity analyses were performed, and descriptive analysis and multiple regression were used to test the research hypotheses and describe the characteristics of the respondents to the questionnaires.

4.1. Reliability and Validity

For this research to be used appropriately, the variable and idea that the instrument designed for this study is meant to measure must be measured properly. Leadership, work environment, and personal affairs all have Cronbach's alpha values of 0.83, 0.82, and 0.85, respectively. The suggested value of 0.60 was exceeded by 0.70 in Cronbach's alpha for creativity and invention (Bagozzi and Yi, 1988).

4.2. Descriptive Analysis

The Mean and Standard Deviation for each item are described in the tables below. The results are shown in Tables (2) and (3).

Table 2. Overall mean and Standard Deviation of the study's variables

	Variables	(M)	(SD)
Independent Variables	Leadership (LD)	4.4374	0.36656
	Work Environment (WE)	3.8751	0.60928
	Personal Affairs (PA)	4.2118	0.45943
Dependent Variable	Creativity and Innovation (CI)	4.5534	0.35106

The results in Table (2) indicated that respondents rated the leadership factor as the most crucial independent factor (4.43), followed by personal affairs (4.21) and finally, work environment (3.87).

Table 3. Mean and Standard Deviation

Leadership (LD)	Mean	SD
My supervisor is a pleasant and easygoing individual.	4.82	0.509
My supervisor is constantly listening to anything I say.	4.96	0.207
My supervisor emphasizes high standards of job performance	4.08	0.991
My supervisor sets a good example by working hard by himself/herself.	4.06	0.880
My supervisor informs us about new career opportunities and related difficulties.	4.08	0.910
My supervisor is helpful when I need to schedule my work in advance	4.41	0.616
My supervisor encourages his employees to exchange ideas and opinions	4.37	0.671
The supervisor encourages us to work as a team	4.49	0.547
Supervisors know what's going on in their workgroups	4.27	0.710
Managers keep well informed about the needs and problems of employees	4.75	0.443
Employees generally trust their supervisors	4.76	0.438
Staff members generally trust their managers	4.96	0.234
My manager is a successful leader in dealing with sudden crises	3.68	0.955
Work Environment (WE)	Mean	SD
My boss is keen to see me advance in the business.	3.72	0.959
My boss will support me if I ask for it.	3.54	0.963
My boss does not take sides.	3.75	0.913
My manager encourages me and lets me learn from my mistakes.	4.10	0.965
My supervisor is quick to acknowledge good work.	3.87	1.000
It's simple to discuss work-related issues with my boss.	4.13	0.944
Employees pitch in to assist one another.	3.91	1.000
Employees take a personal interest in each other	3.96	0.919
My boss uses me as an example of what I do in front of my colleagues	4.18	0.888
Personal Affairs (PA)	Mean	SD
I sometimes feel a sudden illness.	4.24	0.807
My parents haven't been in good health lately	3.98	1.002
My wife's pregnancy is distracting, and I need to take a sudden vacation	4.06	0.982
The death of my best friend affects my concentration	4.02	0.998
Where I live far from the hotel affects my thinking	4.56	0.497
The educational attainment of my children is very worrying for me	4.33	0.728
Financial obligations and bank loans cause me anxiety	4.03	0.946
Sometimes, I got distracted because my family wasn't happy with where I worked	4.25	0.535
Looking for my life partner consumes a lot of my thinking	4.28	0.576
I spend most of my time in the institution and less at home	4.32	0.547
The manager does not know me because of my fear and reluctance to make suggestions and initiatives	4.22	0.473
Most of my time is dedicated to my graduate study	4.23	0.449

Creative and Innovation (CI)	Mean	SD
I have the confidence to deal with the unexpected Issues	4.69	0.487
I have the ability to make full use of my knowledge and skills in my job	4.61	0.557
I am always striving to discover new techniques, tools, and techniques to use in my job	4.53	0.575
I know how to direct my group at work to achieve goals	4.57	0.505
I have good information about where I am and how my performance is evaluated.	4.42	0.478

Table (3) shows that the item where supervisors are always interested in what employees say is ranked as the highest leadership factor, followed by supervisors who are friendly and easy to deal with, employees who generally trust supervisors, and managers who are well acquainted with their employees needs and problems. Meanwhile, for the ergonomics factor, leaders use successful employees as an example of what they do in front of their colleagues because the higher workers a manager follows is easier to talk to about job-related issues, and the less highly rated item the employee can count on their leaders to help them when they need it. The results also showed that employees' place of residence negatively affects their thinking, followed by their children's educational attainment. Then, the vast amount of time they spend in the institution and little at home also affects them negatively. Moreover, the participants agreed that the trust given to them by their management enables them to deal with the unexpected and use their knowledge and skills in their work.

4.3. Hypothesis Testing Results

Several regressions characterize the overall dedication of each factor and evaluate the best indicator variables out of several. R2 of the overall model of the study shows, for example, how well a group of variables (Leadership, Working Environment, Personal Affairs, creativity and innovation) are able to anticipate a specific outcome. R2, the standard value is equal to 1, which means that there is a complete direct relationship between the continuous dependent variable and the various independent variables R2 is calculated as zero, which means that there is no straight relationship.

The results of testing the central hypothesis are demonstrated in Table 4, Table 5, and Table 6.

Table 4. Study model summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.295 a	0.087	0.076	0.33748

a. Predictors: (Constant), Work Environment, Personal Affairs, Leadership.

b. Creativity and Innovation.

Table 5. Analysis of variance for the study model (a)

Model	Sum of Squares	df	Mean Square	F	Sig.	Result
Regression	2.659	3	0.886	7.783	.000b	

Residual	27.904	245	0.114	Accept the hypothesis
Total	30.564	248		

a. Creativity and Innovation.

b. Predictors: (Constant), Work Environment, Personal Affairs, Leadership.

Table 6. Coefficient of predictors (a)

Model	Coefficients		t	Sig.	Result of hypothesis testing
	B	Std. Error			
(Constant)	3.479	0.295	11.789	0.000	
LD	0.375	0.080	4.689	0.000	Accept the hypothesis
WE	0.190	0.053	3.588	0.000	Accept the hypothesis
PA	0.038	0.057	0.664	0.507	Reject the hypothesis

a. Dependent Variable: CI

Tables (4) and (5) show that the effect intensity is calculated by the R-value of .295 at a p-value of 0.000, within the $r = 0.5$ to 1.0 ranges considered wide according to the Cohen guideline. The R^2 calculated determination coefficient is 0.087. Meanwhile, the multiple linear regression analysis stated in Table (6) with the t value of leadership 4.6899 at $p < 0.00$, Work Environment 3.588 at $p < 0.00$, personal affairs 0.664 at $p < 0.507$, indicating that both leadership and Working Environment have a significant effect on employees' creativity and innovation < 0.000 . Therefore, this analysis's first two hypotheses are endorsed based on these findings. The regression analysis findings, on the other hand, showed that an employees' personal affairs do not affect their creativity or innovation.

4.4. Moderation Effects

In hypotheses, H4A, H4B, H4C, and H4D, the T-test and ANOVA were used to see whether there were any significant differences in the respondent's creative and inventive performance that could be related to gender, age, hotel type, and employment.

Table 7. T-test of the respondent's Creative Performance attributed to gender

Variable	Male			Female			T	df	Sig.
	N	M	Std.D	N	M	Std. Dev.			
Creativity and Innovation	15	4.578	0.3463	9	4.543	0.3589	0.76	201.97	0.44
	1	1	7	8	3	2	0	7	8

The ANOVA test findings, presented in Table 8, showed significant differences in creativity and innovation in favor of age and occupation but not attributed to the hotel category.

Table 8. ANOVA Analysis of Respondent Creative Performance attributed to age, hotel category, and occupation

Variable		"Sum of Squares"	Df	Mean Square	F	Sig.
Creativity and Innovation attributed to <i>age</i>	Between Groups	1.302	4	0.325	2.713	0.031
	Within Groups	29.262	244	0.120		
	Total	30.564	248			
Creativity and Innovation attributed to <i>hotel category</i>	Between Groups	0.599	4	0.150	1.219	0.303
	Within Groups	29.965	244	0.123		
	Total	30.564	248			
Creativity and Innovation attributed to <i>occupation</i>	Between Groups	3.008	8	0.376	3.275	0.001
	Within Groups	27.555	240	0.115		
	Total	30.564	248			

Table (9), on the other hand, showed the statistical significance of the differences in age between each pair of groups. Table 9 shows that the 32- and 52-60 lower groups were statistically distinct from one another.

Table 9. Multiple comparisons analysis of the Creativity and Innovation attributed to age

Multiple Comparisons						
Dependent Variable: CI						
Tukey HSD						
(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	Upper Bound
Less than 32	32- 41	.01819	.05941	.998	-.1451-	.1815
	42- 51	-.07162-	.11254	.969	-.3809-	.2377
	52- 60	-.26095-*	.09311	.043	-.5168-	-.0051-
	60 and over	-.28062-	.17509	.497	-.7618-	.2006
32-41	Less than 32	-.01819-	.05941	.998	-.1815-	.1451
	42- 51	-.08981-	.12185	.948	-.4247-	.2451
	52-60	-.27914-	.10417	.060	-.5654-	.0071
	60 and over	-.29881-	.18121	.468	-.7968-	.1992
42- 51	Less than 32	.07162	.11254	.969	-.2377-	.3809
	32- 41	.08981	.12185	.948	-.2451-	.4247
	52- 60	-.18933-	.14138	.667	-.5779-	.1992
	60 and over	-.20900-	.20488	.846	-.7721-	.3541
52-60	Less than 32	.26095*	.09311	.043	.0051	.5168
	32- 41	.27914	.10417	.060	-.0071-	.5654

	42-51	.18933	.14138	.667	-.1992-	.5779
	60 and over	-.01967-	.19488	1.000	-.5552-	.5159
60 and over	Less than 32	.28062	.17509	.497	-.2006-	.7618
	32- 41	.29881	.18121	.468	-.1992-	.7968
	42- 51	.20900	.20488	.846	-.3541-	.7721
	52- 60	.01967	.19488	1.000	-.5159-	.5552

*. The mean difference is significant at the 0.05 level.

Table (10) also presented the statistical significance of the variations in employment between each pair of groups. As seen in Table 10, the Event Staff and Concierge groups were statistically distinct from one another.

Table 10. Multiple comparisons analysis of the Creativity and Innovation attributed to occupation

Multiple Comparisons						
Dependent Variable: CP						
Tukey HSD						
(I) Occupation	(J) Occupation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Event Staff	Front Office Staff	.53443	.20038	.165	-.0928-	1.1617
	Concierge	.39693*	.09517	.001	.0990	.6949
	Sales Staff	-.12557-	.24349	1.000	-.8878-	.6366
	Room Attendant	.13211	.05321	.246	-.0344-	.2987
	Executive	.00366	.10351	1.000	-.3204-	.3277
	Housekeeper	.11443	.17489	.999	-.4330-	.6619
	Maintenance Staff	.04673	.10351	1.000	-.2773-	.3708
	Chef	.16193	.09517	.745	-.1360-	.4599
	Waiter/Waitress					
	Front Office Staff	Event Staff	-.53443-	.20038	.165	-
Concierge		-.13750-	.21318	.999	-.8048-	.5298
Sales Staff		-.66000-	.30932	.453	-	.3083
Room Attendant		-.40231-	.19804	.523	-	.2176
Executive		-.53077-	.21703	.265	-	.1486
Housekeeper					1.2102-	

	Maintenance Staff	-.42000-	.25880	.791	-	.3901
	Chef	-.48769-	.21703	.379	1.2301-	.1917
	Waiter/Waitress	-.37250-	.21318	.716	1.1671-	.2948
					1.0398-	
Concierge	Event Staff	-.39693-*	.09517	.001	-.6949-	.0990-
	Front Office Staff	.13750	.21318	.999	-.5298-	.8048
	Sales Staff	-.52250-	.25413	.506	-	.2730
					1.3180-	
	Room Attendant	-.26481-	.09014	.085	-.5470-	.0173
	Executive Housekeeper	-.39327-	.12652	.053	-.7893-	.0028
	Maintenance Staff	-.28250-	.18942	.859	-.8754-	.3104
	Chef	-.35019-	.12652	.131	-.7462-	.0459
	Waiter/Waitress	-.23500-	.11980	.572	-.6100-	.1400
Sales Staff	Event Staff	.12557	.24349	1.000	-.6366-	.8878
	Front Office Staff	.66000	.30932	.453	-.3083-	1.6283
	Concierge	.52250	.25413	.506	-.2730-	1.3180
	Room Attendant	.25769	.24157	.978	-.4985-	1.0139
	Executive Housekeeper	.12923	.25737	1.000	-.6764-	.9349
	Maintenance Staff	.24000	.29345	.996	-.6786-	1.1586
	Chef	.17231	.25737	.999	-.6333-	.9780
	Waiter/Waitress	.28750	.25413	.969	-.5080-	1.0830
Room Attendant	Event Staff	-.13211-	.05321	.246	-.2987-	.0344
	Front Office Staff	.40231	.19804	.523	-.2176-	1.0223
	Concierge	.26481	.09014	.085	-.0173-	.5470
	Sales Staff	-.25769-	.24157	.978	-	.4985
					1.0139-	
	Executive Housekeeper	-.12846-	.09890	.931	-.4380-	.1811
	Maintenance Staff	-.01769-	.17220	1.000	-.5567-	.5214
	Chef	-.08538-	.09890	.995	-.3950-	.2242

	Waiter/Waitress	.02981	.09014	1.000	-.2523-	.3120
Executive	Event Staff	-.00366-	.10351	1.000	-.3277-	.3204
Housekeeper	Front Office Staff	.53077	.21703	.265	-.1486-	1.2102
	Concierge	.39327	.12652	.053	-.0028-	.7893
	Sales Staff	-.12923-	.25737	1.000	-.9349-	.6764
	Room Attendant	.12846	.09890	.931	-.1811-	.4380
	Maintenance Staff	.11077	.19374	1.000	-.4957-	.7172
	Chef	.04308	.13290	1.000	-.3730-	.4591
	Waiter/Waitress	.15827	.12652	.944	-.2378-	.5543
Maintenance Staff	Event Staff	-.11443-	.17489	.999	-.6619-	.4330
	Front Office Staff	.42000	.25880	.791	-.3901-	1.2301
	Concierge	.28250	.18942	.859	-.3104-	.8754
	Sales Staff	-.24000-	.29345	.996	-	.6786
	Room Attendant	.01769	.17220	1.000	1.1586-	.5567
	Executive Housekeeper	-.11077-	.19374	1.000	-.5214-	.4957
	Chef	-.06769-	.19374	1.000	-.7172-	.5388
	Waiter/Waitress	.04750	.18942	1.000	-.6742-	.6404
Chef	Event Staff	-.04673-	.10351	1.000	-.5454-	.2773
	Front Office Staff	.48769	.21703	.379	-.3708-	1.1671
	Concierge	.35019	.12652	.131	-.1917-	.7462
	Sales Staff	-.17231-	.25737	.999	-.0459-	.6333
	Room Attendant	.08538	.09890	.995	-.9780-	.3950
	Executive Housekeeper	-.04308-	.13290	1.000	-.2242-	.3730
	Maintenance Staff	.06769	.19374	1.000	-.4591-	.6742
	Waiter/Waitress	.11519	.12652	.992	-.5388-	.5112
Waiter/Waitress	Event Staff	-.16193-	.09517	.745	-.2809-	.1360
	Front Office Staff	.37250	.21318	.716	-.4599-	1.0398
	Concierge	.23500	.11980	.572	-.2948-	.6100
	Sales Staff	-.28750-	.25413	.969	-.1400-	.5080
					1.0830-	

Room Attendant	-.02981-	.09014	1.000	-.3120-	.2523
Executive Housekeeper	-.15827-	.12652	.944	-.5543-	.2378
Maintenance Staff	-.04750-	.18942	1.000	-.6404-	.5454
Chef	-.11519-	.12652	.992	-.5112-	.2809

*. The mean difference is significant at the 0.05 level.

5. Conclusion and Contribution of the Study:

This study assessed the effect of several factors on employee innovation and creativity in hotels. The results related to the demographic characteristics of the respondents indicated that males are more than females in the hospitality sector in developing countries. However, although the percentage of female workers is still modest, this indicates a tendency for females to work in the hotel sector in developing countries. The results contradict the results of the study of Alananzeh (2014), which confirmed that social, religious, and cultural factors influence the desire of females to enroll in hotel education. The study also showed that most of the workers are young and work in five-star hotels, which corresponds to the statistics of the Ministry of Tourism and Antiquities (MoTA, 2022).

The results of the descriptive analysis also showed that leadership is of great importance. The results showed that the supervisor's role is essential and vital, and employers can set an example. The management relationship with employees regarding ease of dealing and forming a direct relationship is significant. This relationship strengthens as managers stay informed of employees' needs and resolve their problems. Concerning the work environment factor, it is necessary to provide a safe work environment, listen to employees, accept their suggestions, appreciate their role of the employee, reward them for their achievements, and motivate them constantly. In addition, the results of the descriptive analysis showed that some personal matters affect hotel workers. For example, the results showed that the remote place of residence affects the thinking of employees. They may worry about their children's educational attainment or spend more time in the institution and less at home. Therefore, it is management's responsibility to consider all these matters so they do not affect the performance and creativity of the employee.

According to the findings of hypothesis testing, leadership and workers' creativity and innovation are positively correlated. The outcome is consistent with that of Siyal et al. (2021), who found that inclusive leadership benefits employees' innovative behavior. The findings of Bai et al. (2022) also suggested that genuine leadership has a favorable and substantial effect on how employee personalities are formed, significantly impacting innovative work behavior. According to the findings of the second hypothesis, employees' creativity and invention are positively correlated with their workplace environment. The studies of Dual and Canon (2011) and Ramos et al. (2018) confirmed that a creative work environment enhances employees' creative performance and is reflected in their productivity, quality, innovation in products and processes, and thus their competitiveness. This indicates the importance of management and leadership style in dealing with employees and the need to provide an ideal work environment that enables

the employee to innovate and create.

In contrast, the results of the third hypothesis revealed that personal affairs did not affect their innovation and creativity. This indicates that employees try not to let personal matters affect their work. The employee separates his work duties from his personal affairs, prioritizing work.

One of the important contributions made by this study is an attempt to find out if there are differences in creativity and innovation among the study sample due to the variables of gender, age, description of the hotel, and job. Therefore, the results of the fourth hypothesis indicated significant differences in Creativity and Innovation between young and elderly employees and between event staff and concierge staff.

This study's findings contribute theoretically and practically to our understanding of how creativity and innovation play a part in hotel operations and how certain conditions affect them. The study aimed to investigate how leadership and the workplace environment affect innovation and creativity. The critical new addition that this study has made to the literature, on the other hand, is the exploration of how personal affairs and the variations in demographic characteristics affect workers' creativity and invention.

It is believed that academic studies on this topic are very scarce, especially in the Jordanian context. As a result, this research is regarded as one of the pioneering efforts to address the issue of creativity and innovation for hotel employees in Jordan. Another benefit of the study is gaining a deeper grasp of how to inspire staff members and use their abilities to promote suitable hotel performance. Additionally, a tool that may be applied to future research on human resource management in service firms was developed as part of the study. This study paved the way for the researchers to investigate other factors that influence the creativity and innovation of employees in different sectors, such as restaurants and hospitals.

This study may also be useful in shedding light on the importance of open-minded management and the ideal work environment that must be provided to employees in general. Hopefully, this study will be an introduction to a series of studies that shed light on other factors affecting employee creativity or performance. With regard to the practical aspect, the study may help managers of hotels and service establishments to excel by understanding the needs of their workers, dealing with them appropriately, and providing them with an ideal work environment.

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