

## **Key drivers of innovative behavior in hotel industry: evidence from a developing country**

**Abolfazl Danaei\***, Farzaneh Iranbakhsh

*Department of Management, Semnan Branch, Islamic Azad University, Semnan, Iran*

(Received: 14 January, 2016; Revised: 5 April, 2016; Accepted: 7 April, 2016)

### **Abstract**

The purpose of this paper is to determine the key drivers of innovative behavior of employees in hotel industry using evidence from a developing country. Measurement items were adapted from existing scales found in the organizational behavior literature. Academic colleagues reviewed the items for face validity and readability. The scales were evaluated for reliability, convergent validity, and discriminant validity using data collected in a survey of 3 and 4 star hotels in Tehran, Iran. A structural equation modeling procedure was applied to examine the drivers of employees' innovative behavior in these hotels. The research model was tested empirically using a sample of 241 respondents who worked at the hotels during the period of research. The paper found that social responsibility, employee treatment, job satisfaction, organizational support, and organizational commitment have indirectly affected innovative behavior through organizational citizenship behaviors.

### **Keywords**

Hotel industry, Innovative behavior, Iran, Organizational citizenship behaviors, Organizational commitment.

---

\* Corresponding Author, Email: [a.danaei@semnaniau.ac.ir](mailto:a.danaei@semnaniau.ac.ir)

## Introduction

Innovation is an important process for the long-standing success of a firm. Innovation has various benefits, but the major benefit of successful innovation in the hotel industry is the competitive advantage that has been achieved by the firm (Ottenbacher & Gnoth, 2005). In the hotel industry, innovation can be quickly imitated. Hence, continuous innovation can be considered as a vital factor to reinforce imitation barriers to the competitive market (Harrington, 2004). Successful innovations are not always obvious for managers in the hotel industry.

Establishing organizational culture that encourages creativity is a vital intangible feature of the firm, as well as innovative thinking (Ottenbacher & Harrington, 2007). Some of the tangible forms of organizational creative outcomes in the hotel industry include: product innovations, improved customer services, and continuous improvement (Wong & Pang, 2003). Hence, hotels should become innovative in services, processes, and procedures through developing delivery of services to customers, as a result of the increasing competitiveness of the market.

Hotel industry has plenty of options for determining which products and/or services will add value to the customers. Hotels should assess the value that would be added to service for customers before introducing a new innovation for a product or service (Victorino *et al.*, 2005). Thus, innovation can be considered as a key leverage to develop and upgrade operations at hotels (Wong & Ladkin, 2008).

Despite the importance of innovation in the hotel industry, few studies have been conducted to investigate innovation in the industry. For example, Ottenbacher and Gnoth (2005) revealed that innovation had lower importance than commitment to the service, empowerment, employee training, and the effectiveness of human resources management in German hotels. They showed that tangible features of service innovation are related to successful innovations in the hotel industry.

Similarly, Orfila-Sintes *et al.* (2005) identified innovation activities in the hotels of Spain. They found that higher category hotels (i.e. 3-, 4-, and 5-star) have more innovation than the lower category hotels (i.e. 1- and 2-star). As a result, hotels with 3-star or more have the capacity to differentiate their products and services, while, the 1- and 2-star hotels showed the lowest rate of innovation since these hotels tend to adopt a follow up behavior that allows them to survive in the market.

There is a growing body of literature about innovative behavior and its importance in the workplace, but very few studies have adequately examined the innovative behavior of hotel employees. Although research examining the innovative behavior of hotel employees is limited, it is clear that hotels stand to gain from innovative employees because innovative hotel employees will contribute to the attainment of organizational goals. This highlights the importance and need for further research that examines the determinants of hotel employees' innovative behavior.

Organizational citizenship behavior (OCB) has been recognized as an individual level factor that may have a positive relationship with an organization's ability to successfully implement organizational strategy, as well as gain a competitive advantage. OCB provides an environment that facilitates employees helping one another and the organization beyond their expected work duties. However, there seems to be a void in the understanding as to whether the helping behavior associated with OCB influences innovative behavior in the workplace.

It has been found that OCB and innovative behavior require employees to do extra work on top of their current workload (Chang & Chang, 2010). Intention to improve organizational performance should include an environment where hotel employees are committed to the firm. It is important to examine employees' OCB, if management is to gain a better understanding into some of the factors that affect innovative behavior in the workplace.

This paper contributes to the body of knowledge in three ways.

Firstly, prior research on innovation in hotel industry mainly investigated innovative behavior by qualitative approaches which are limited in generalizability (Tajeddini & Trueman, 2014; Tajeddini & Truema, 2008). Hence, this research contributes to the existing knowledge on innovation by doing an empirical study. Secondly, reviewing related empirical literature on innovation indicated that the prior studies have rarely considered OCB as a key determinant of innovation in the hotel industry. Further, they have investigated limited factors in their proposed models (Tajeddini *et al.*, 2006; Tajeddini, 2010; Tajeddini & Truemanc, 2012). Thirdly, the majority of prior research in the area of innovation in hotel industry has focused on the variables in Western countries (Thomas & Wood, 2014; Chen & Elston, 2013) and little research has focused on developing countries, particularly Iran.

The main purpose of current study is to identify the main drivers of innovative behavior of employees in the hotel industry. To our knowledge, this research is the first attempt to explore the drivers of innovative behaviour in the context of hotel industry by some evidence from a developing country. This research is a contribution to the innovation literature, in particular in the context of hotel industry.

### **Corporate Reputation and Its Effect on Employees' Commitment and OCB**

Corporate reputation has been accepted as one of the strategic corporate assets which adds value to the firm and has long-term benefits. Due to the increasing importance of reputation, in the recent years, corporate reputation has been an interesting subject for academicians along with the business world (Cekmecelioglu & Dincel, 2014). Corporate reputation can be defined as an aggregate evaluation of the organization's favorability. It is asserted that organizational reputation contributes positively to financial performance (Surroca *et al.*, 2010). At the firm level, good reputation gives it more positive advantages and suffers smaller penalties. Additionally, favorable reputation can encourage a firm to enhance its

service or product's price premiums (Yacouel & Fleischer, 2012) and lead to superior returns (Surroca *et al.*, 2010).

At the individual level, a favorable corporate reputation helps employees form organizational identity, devote more effort at work (Martins, 2005) and experience a higher level of job satisfaction (Loureiro & Kastenholz, 2011). Walsh and Beatty (2007) suggested a customer-oriented corporate reputation model and showed context-specific measures on corporate reputation. Bailey (2005) asserted that different stakeholders have different understandings toward corporate reputation.

In his study, two of the three dimensions of corporate reputation (social responsibility reputation and employee treatment reputation, which refer to the perceived capacity of a firm's capability to satisfy stakeholders' anticipations on the social responsibility/ employee treatment reputation) were significantly more important to internal stakeholders than external stakeholders, while external stakeholders regarded financial performance as the more important dimension.

In the context of the hotel industry, it has been found that the majority of the frontline service employees only get the basic wage without bonus, which is not relevant to the company's performance (Fisher *et al.*, 2010). Thus, Bailey's (2005) two-dimension model is appropriate to measure employee-perceived corporate reputation in the hotel industry. Two aspects of corporate reputation, social-responsibility reputation and employee-treatment reputation were used to evaluate corporate reputation from the perspective of employees.

In this regards, Schaarschmidt *et al.* (2016) showed that employees' perceptions of how outsiders experience the organization's demeanor positively affects employees' behavior toward the employing organization. In addition, the authors find support for both a mediation effect of job satisfaction and a moderation effect of self-determination.

Cekmecelioglu and Dincel (2014) found that dimensions forming corporate reputation were perceived differently by employees. The employees have believed that is attractive the businesses with goods

and services produced however, they have doubts about adequacy of social responsibility activities of the company. The results also showed working environment dimension of corporate reputation has affected the attitudes, like job and wage satisfaction and organizational commitment on the one hand, executing social responsibility activities of businesses increases organizational pride and organizational commitment on the other.

According to Helm (2011), a hotel's favorable reputation is beneficial to improve employee's self-concept and supports them to feel pride in belonging to the firm. The employees who work in favorable reputation firms perceive a high level of self-esteem through projecting the firm's image onto their self-image and therefore lead to a psychological attachment to the firm (Kim *et al.*, 2010). An employee's perception of the firm reputation relates positively to his/her organizational commitment (Chun *et al.*, 2013). Landary and Vandenberghe (2009) suggested that organizational commitment is a psychological state that defines the relationship between employees and the firm.

A significant amount of research has been conducted about the organizational commitment of employees and how they become committed to the organization. According to the literature, one aspect of organizational commitment is affective commitment and can be described as an emotional attachment to the organization, which means that employees want to remain with the organization (Shore *et al.*, 2008). Affective commitment will be assessed because there is a current body of literature proposing that the organizational and social factors that will be examined may not impact on the costs associated with leaving an organization, yet may increase their emotional attachment to the organization (Rhoades *et al.*, 2001).

A sense of belonging is commonly associated with an employee's emotional attachment to the organization, and such employees have a tendency to be involved in organizational activities, are willing to work towards the attachment of organizational goals, and feel they should remain with the organization. Furthermore, the affectively

committed employees have confidence in the firm's culture and values (He *et al.*, 2011). Employees who want to remain with the firm might be more inclined than those who need to be with the organization to maximize their performance and to help others when required.

Employees, who affectively commit to the firm, would support the strategic direction of organization by approaching workplace problems innovatively. Employees who view firm as a favorable social citizen and moral employer would have a greater emotional attachment to the firm and become more affectively committed to the firm. It can be predicted that both dimensions of employee-perceived reputation will positively influence affective commitment to the firm. Hence, the relationships between employee-perceived reputation of the hotel and affective commitment would be tested using the following hypotheses:

**H1.** Social-responsibility reputation will be positively related to employees' affective commitment to the hotel.

**H2.** Employee-treatment reputation will be positively related to employees' affective commitment to the hotel.

OCB is an effective function of the organization that refers to the activities and behavior of employees that go beyond the call of duty; such behavior is often thought to be a result of effective workplace relationships. OCB is exhibited at the employees' direction and is not associated with formal organizational rules or rewards. Cognitive consistency theories reveal that an individual tries to find psychological harmony when inconsistencies create tensions. If employees acknowledge a favorable reputation to their organization, they are more willing to produce belief-consistent feelings of identification, such as continuing to work at the company and support various voluntary, extra-role behaviors to improve service delivery, or provide valuable suggestions to the firm (Magnini *et al.*, 2013).

Employees who perceive high corporate social responsibility reputation will be motivated to behave as positive spokespersons for the firm and devote themselves to improving organizational effectiveness and efficiency, which are exactly the types of OCBs

(Morhart *et al.*, 2009). In addition, employees who perceive high treatment reputation produce high job satisfaction, commitment, and retention to the organization (Kim & Brymer, 2011) that leads to other types of OCBs.

Hui *et al.* (2014) also found that Social responsibility reputation has both direct and indirect effects on OCBs. As a result, it is proposed that both employee treatment and social responsibility reputation have positive influences on OCBs. Social-responsibility reputation is an employee's feeling about a company's performance to keep a balance between the welfare of the society and environment and the economic development (Homburg *et al.*, 2013), whereas employee-treatment reputation represents the judgment on how a firm treats the employees. When employees perceive positive corporation reputation, they would be highly stimulated to assign themselves to improving the firm's competitiveness through OCBs. Thus, the relationship between employee-perceived reputation and OCBs is tested using the following hypotheses:

**H3.** Social-responsibility reputation will be positively related to OCBs.

**H4.** Employee-treatment reputation will be positively related to OCBs.

#### **Determinants of OCBs**

Various important antecedents of OCB have previously been examined, such as employees' fairness perception, job satisfaction, managers' leadership behaviors, and organizational task or individual characteristics (Sun *et al.*, 2013). Paulin *et al.* (2006) explained that service employees who perceived high organizational commitment are more likely to recommend the organization to the people around them. Williams and Anderson (1991) believed that the organizational commitment can be considered as a relevant determinant to OCBs when there is little expectation of formal organizational rewards. Hui *et al.* (2014) indicated that organizational commitment mediated the relationships between employee-perceived reputation and OCBs.

Wayne *et al.* (1997) proposed that perceived organizational support (POS) is strongly correlated to both in role performance and OCB. Randall *et al.* (1999) also suggested that POS is positively related to affective commitment, job satisfaction, performance, and OCB. POS basically means recognition by the organization of an individual's socio-emotional needs, efforts, commitment, and loyalty (Shore and Shore, 1995). Supportive organizations are seen as taking pride in their employees, compensating them fairly and looking after their needs. In these circumstances, employee investment of time and effort is relatively safe. Hence, it could mean individuals raise their investment in the form of higher job performance and go beyond the organization's expectations by getting involved in innovative and spontaneous behavior to improve organizational functioning.

The relationship between job satisfaction and OCB has also been examined by many researchers and is well established in the literature. Due to the reciprocal relationship between job satisfaction and OCB (Koys, 2001; Foote & Tang, 2008), it is unlikely that researchers will be able to conclusively determine the direction of causality between job satisfaction and OCB in the near future. Directional causality remains uncertain, but ample evidence indicates that such a relationship does exist, and we can at least conclude that job satisfaction is likely to be highest in organizations where OCB is prevalent (Podsakoff *et al.*, 1993). The above presented arguments lead to the following hypotheses:

- H5.** Affective organizational commitment will be positively related to OCBs.
- H6.** Employees' job satisfaction will be positively related to OCBs.
- H7.** Perceived organizational support will be positively related to OCBs.

### **OCB and Innovative Behavior**

Innovation is a necessary requirement for organizational effectiveness and for seeking new solutions to product/service problems, as well as new and better solutions to business and customer problems.

Successful service organizations are now more relied on innovation than ever. Recent works have considered innovation in the context of hospitality industry. For example, Lee, Hallak, and Sardeshmukh (2016) showed that restaurant innovation activities and the owner's entrepreneurial self-efficacy (ESE) positively influence restaurant performance. Nieves and Segarra-Cipr (2015) revealed that both the internal resources and the relations with external change agents determine the introduction of management innovations.

Service Innovation Performance (SIP) represents two dimensions, namely Employee Service Innovation Behavior (ESIB) and New Service Development (NSD). More specifically, service innovation performance emerged in service organizations to explore individual innovative behavior. Innovation is defined as a multistage process and creativity or generation of the ideas is only one stage of innovation which is the first stage, the second stage is seeking sponsorship and supporters for an idea, and the last stage is producing a model of innovation. Each stage requires different individual innovative behavior and different activities, and therefore individual innovative behavior is critical part in innovation.

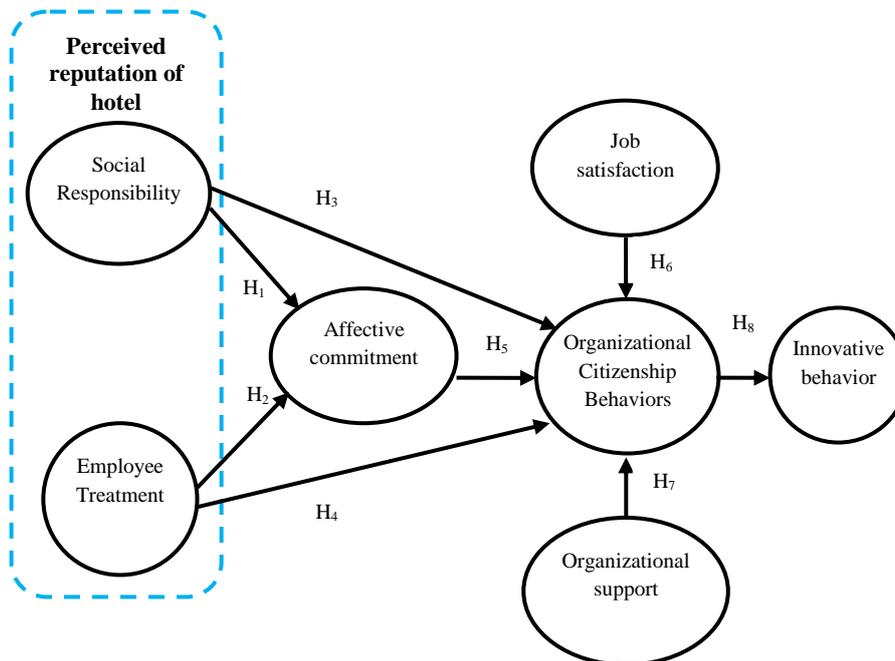
NSD is important for service organizations as a competitive advantage that enables these organizations to achieve superior performance and to response to changing customer requirements and competitive threats. Even with the importance of new service development, the research in that area still very limited (Matear *et al.*, 2004). Effective workplace relationships produce a belief of support and consequently the conditions are ideal for promoting reciprocated behavior evident by extra-role behavior undertaken by hotel employees. Extra-role behaviors include actions that protect the organization and its property, constructive suggestions for improving the firm, self-training for additional responsibility, creating a favorable climate for the organization for additional environments, and cooperative activities (Bolon, 1997).

As a result, the development of OCB could positively affect the innovative behavior of hotel employees. Podsakoff *et al.* (2009)

suggested that OCB is positively related to organizational effectiveness, which provides some support that OCB should be related to innovative behavior. If innovative behavior is reliant on the knowledge of employees and knowledge can be gained through training or through the transfer of knowledge between employees, then it is important to develop a progress in which employees are assigning one another.

Therefore, it is expected that if hotel employees have experiences effective workplace relationships, then they would have experiences support and consequently would be likely to reciprocate that support back to the organization and their colleagues, which could be evident in high levels of commitment to the firm. Hence, it is likely that hotel employees with high levels of commitment would have a greater propensity to be innovative in the workplace. The review of the literature provides foundation for the following hypothesis (Fig. 1):

**H8.** OCBs will be positively related to innovative behavior of employees.



**Fig. 1.** Research model

## **Methodology**

This research is applicable in terms of goal and is descriptive and correlational with regard to method. The data needed for the current study have been collected in two ways: library research and field study.

## **Measurement**

To achieve the study objectives, a self-administered survey questionnaire was developed based on the findings of the literature review. The questionnaire was pre-tested and revised. The survey consisted of eight parts covering the following issues: (1) Social responsibility, (2) Employee treatment, (3) Affective commitment, (4) Job satisfaction, (5) Organizational Citizenship Behaviors (OCB), (6) Organizational support, (7) Innovative behavior, and (8) demographics.

In the social responsibility section, with three items, respondents were asked about their perceptions about social responsibility of hotels (Fombrun *et al.*, 2000). In the employee treatment section, with three items, respondents were asked to rate their level of agreement on the treatment of hotel with employees (Bailey, 2005). In the affective commitment section, with three items, respondents were asked about their commitment to the hotel (Meyer & Allen, 1997). In the job satisfaction section, with three items, respondents were asked about their level of satisfaction with the hotel. OCB section includes three items evaluating employees' OCBs. Further, in the organizational support section, three questions were asked to indicate the level of organizational support perceived by employees. Finally, in the innovative behavior section, with three items, respondents were asked about their innovative activities in the hotel.

Measurement of all eight variables were carried out by a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The advantage of using an interval scale is that it permits the researchers to use a variety of statistical techniques which can be applied to nominal and ordinal scale data in addition to the arithmetic mean, standard deviation, product-moment correlations, and other

statistics commonly used in management research. The measures are presented in Table 1. The last section of the questionnaire gathered respondents' demographic information, such as age, gender, and education.

**Table 1. Measures**

Social responsibility (Fombrun <i>et al.</i> , 2000)	(SR1) The hotel behaves in a socially conscious way (SR2) The hotel is concerned about preservation of environment (SR3) The hotel candidly releases relevant information to the public
Employee treatment (Bailey, 2005)	(ET1) Salary provided by hotel is competitive (ET2) In addition to salary, hotel provides attractive benefits (ET3) Hotel provides further career development
Affective commitment (Meyer and Allen, 1997)	(AC1) I enjoy discussing my hotel with people outside it (AC2) I have a strong affection for this hotel (AC3) This hotel has a great deal of personal meaning for me
Job satisfaction (Foote and Tang, 2008)	(JS1) I am happy with my job (JS2) Most of the time I feel satisfied in my job (JS3) The work I do is meaningful to me in this hotel
Organizational Citizenship Behaviors (Farh <i>et al.</i> , 2007)	(OCB1) Willingness to offer assistance to coworkers to solve work-related problems (OCB2) Actively raises suggestions to improve work procedures (OCB3) Takes initiative to work overtime to complete work whenever necessary
Organizational support (van Knippenberg <i>et al.</i> , 2015)	(OS1) The organization really cares about my well-being (OS2) The organization cares about my opinions (OS3) The organization provides me with emotional support
Innovative behavior (Luoh <i>et al.</i> , 2014)	(IB1) While working in this hotel, I come up with innovative and creative notions (IB2) While working in this hotel, I try to propose my own creative ideas and convince others (IB3) While working in this hotel, I seek new service techniques, methods, or techniques

### **Data Collection and Analysis**

The questionnaires were distributed based on a cluster sampling method and collected at 3- and 4-star hotels in Tehran during October, 2015. A list of 3- and 4-star hotel in Tehran Province was provided. Then, hotels were selected randomly from the list. Finally, employees of each selected hotels were selected randomly according to the lists provided by their human resource department. Three hundred questionnaires were distributed and 241 usable samples were obtained after excluding the incomplete ones, yielding an 85% response rate from those who agreed to participate.

Cronbach's alpha was used to verify the internal consistency reliability. Data analysis involves descriptive statistics using SPSS and structural equation modeling using AMOS structural equation program. AMOS is designed to estimate and test structural equation models (SEMs). SEMs are statistical models of linear relationships among latent (unobserved) variables and manifest (observed) variables. Its purpose is estimating the coefficients in a set of structural equations. For this research AMOS is used to investigate the causal relationships, where the path coefficients are tested for significance and goodness-of-fit. The overall model fit measures were used to evaluate the fit of the structural model.

In estimating the goodness-of-fit indices (GFI) for measurement and structural models,  $\chi^2$  (chi-square) test was used. In addition, the root mean square error of approximation (RMSEA) was used as an absolute fit index. The incremental fit index (IFI), the Tucker–Lewis index (TLI), and the comparative fit index (CFI) were used as incremental fit indices. Standardized estimates were used in reporting the causal relationships between the exogenous and endogenous constructs. The path diagram of the structural model specified (Fig. 1) is proposed based on the past literature in Section 2.

## Data Analysis and Results

### Samples

Of a total sample 241 respondents, 73.02% (176) were male and 26.98% (65) were female. A large majority of respondents' age were between 26 and 35 = (35.68%), 36-45 = (26.14%), 25 or below = (18.67%), and above 45 (19.50%). In addition, the respondents' education were two year college or associate's degree (28.63%), bachelor's degree (24.06%), high school (21.99%), postgraduate (14.49%), and below high school graduate (10.37%). Descriptive statistics are displayed in Table 2.

Table 2. Demographical characteristics of respondents

Characteristic	Frequency	Percentage	CF (%)
<i>Age</i>			
25 or below	45	18.67	18.67
26-35	86	35.68	54.35
36-45	63	26.14	80.50
Above 45	47	19.50	100
<i>Gender</i>			
Male	176	73.02	73.02
Female	65	26.98	100
<i>Education</i>			
Below high school graduate	25	10.37	10.37
High school	53	21.99	32.36
2 year college or associate's degree	69	28.63	60.99
Bachelor's degree	58	24.06	85.06
Postgraduate	36	14.94	100

### Structural Model

The proposed structural model was estimated by structural equation modeling (SEM), which included a test of the overall model fit and individual tests of the significance of the relationships among the variables. These tests indicated the relationship among social

responsibility, employee treatment, affective commitment, job satisfaction, organizational citizenship behaviors, organizational support, and innovative behavior. The estimations of the parameters and the overall fit index of the measurement model are based on the maximum likelihood (ML) method. The basic conditions assumed for the use of ML estimation (Byrne, 2001) are met or closely approximated in the study.

Further, the sample is sufficiently large ( $n = 241$  cases), over the recommended size of 200 cases (Medsker *et al.*, 1994). The scale of observed variables is continuous, and no violations of multivariate normality are found in the survey responses. As presented in Table 3, the reliability of the measurement items was verified using Cronbach's  $\alpha$  to assess the internal consistency of the constructs in the applied model. The level of internal consistency for each construct was acceptable, with the alpha ranging from 0.727 to 0.889, which exceeded the minimum hurdle of 0.60 (Hair *et al.*, 1998). All measurement items had standardized loading estimates of 0.5 or higher (ranging from 0.510 to 0.752) at the alpha level of 0.05, indicating the convergent validity of the measurement model. Construct reliability was verified to estimate convergent validity; each construct had acceptable construct reliability, with the estimates ranging from 0.801 to 0.902 (Hair *et al.*, 1998).

In addition, because the average variance extracted (AVE) from all seven constructs exceeded the minimum criterion of 0.5 (ranging from 0.593 to 0.724), convergent validity was assured (Hair *et al.*, 1998). To test the discriminant validity among the constructs, we estimated correlations among the constructs to determine whether they were significantly different from 1; the confidence intervals of the correlations, calculated as  $\text{correlations} \pm 1.96 \times \text{standard error of estimate}$ , did not contain 1, so these results indicated the discriminant validity of the measurement model. The correlations for the constructs are shown in Table 4. Overall, these measurement results are satisfactory and suggest that it is appropriate to proceed with the evaluation of the structural model.

**Table 3. Psychometric properties of measures**

Construct	Item	Standardized loading	t-statistic	Mean	St. dev	Cronbach's $\alpha$
Social responsibility CR=0.836, AVE=0.631	SR1	0.627	8.820	4.41	1.302	0.788
	SR2	0.614	8.693	4.39	1.177	
	SR3	0.573	-	4.38	1.189	
Employee treatment CR=0.813, AVE=0.593	ET1	0.653	9.040	5.35	1.135	0.760
	ET2	0.567	8.184	5.32	1.194	
	ET3	0.604	-	4.86	1.298	
Affective commitment CR=0.898, AVE=0.628	AC1	0.510	7.214	3.99	1.254	0.727
	AC2	0.523	6.287	3.57	1.624	
	AC3	0.647	-	4.01	1.322	
Job satisfaction CR=0.882, AVE=0.601	JS1	0.629	5.897	3.63	1.421	0.759
	JS2	0.621	5.683	3.77	1.011	
	JS3	0.697	-	3.69	1.000	
Organizational citizenship behaviors CR=0.902, AVE=0.724	OCB1	0.715	6.288	3.88	1.321	0.804
	OCB2	0.752	6.531	4.10	1.226	
	OCB3	0.564	-	3.94	1.603	
Organizational support CR=0.844, AVE=0.665	OS1	0.702	9.483	3.72	1.202	0.889
	OS2	0.591	8.464	3.33	1.175	
	OS3	0.590	-	3.65	1.081	
Innovative behavior CR=0.801, AVE=0.670	IB1	0.518	-	4.16	1.801	0.767
	IB2	0.627	7.551	4.22	1.852	
	IB3	0.520	6.790	4.11	1.828	

Notes: CR-Construct Reliability, AVE-Average Variance Extracted

**Table 4. Correlation matrix**

	SR1	SR2	SR3	ET1	ET2	ET3	AC1	AC2	AC3	JS1	JS2	JS3	OCB1	OCB2	OCB3	OS1	OS2	OS3	IB1	IB2	IB3	
SR1	1.00																					
SR2	0.356	1.00																				
SR3	0.408	0.371	1.00																			
ET1	0.396	0.395	0.381	1.00																		
ET2	0.424	0.321	0.415	0.398	1.00																	
ET3	0.387	0.352	0.347	0.408	0.402	1.00																
AC1	0.470	0.403	0.299	0.420	0.277	0.266	1.00															
AC2	0.316	0.342	0.306	0.275	0.269	0.244	0.335	1.00														
AC3	0.421	0.393	0.288	0.264	0.273	0.243	0.411	0.361	1.00													
JS1	0.478	0.269	0.255	0.323	0.332	0.342	0.329	0.299	0.327	1.00												
JS2	0.369	0.297	0.292	0.347	0.373	0.310	0.332	0.368	0.307	0.201	1.00											
JS3	0.321	0.317	0.289	0.270	0.255	0.176	0.280	0.280	0.274	0.173	0.199	1.00										
OCB1	0.306	0.288	0.303	0.443	0.331	0.195	0.424	0.279	0.284	0.199	0.219	0.403	1.00									
OCB2	0.410	0.264	0.255	0.349	0.340	0.188	0.403	0.306	0.295	0.243	0.185	0.457	0.366	1.00								
OCB3	0.382	0.271	0.371	0.363	0.297	0.203	0.367	0.334	0.276	0.267	0.243	0.491	0.382	0.259	1.00							
OS1	0.366	0.342	0.384	0.299	0.301	0.221	0.359	0.357	0.258	0.268	0.265	0.337	0.256	0.246	0.283	1.00						
OS2	0.374	0.330	0.333	0.302	0.325	0.380	0.344	0.391	0.313	0.282	0.254	0.409	0.277	0.241	0.195	0.329	1.00					
OS3	0.349	0.258	0.358	0.300	0.360	0.262	0.299	0.280	0.346	0.326	0.289	0.364	0.249	0.295	0.265	0.333	0.424	1.00				
IB1	0.414	0.225	0.318	0.294	0.291	0.366	0.326	0.437	0.320	0.375	0.326	0.278	0.268	0.222	0.256	0.305	0.486	0.255	1.00			
IB2	0.375	0.369	0.274	0.264	0.384	0.300	0.375	0.358	0.299	0.333	0.294	0.244	0.437	0.207	0.277	0.414	0.378	0.324	0.426	1.00		
IB3	0.391	0.346	0.387	0.279	0.302	0.332	0.309	0.277	0.2655	0.395	0.263	0.261	0.326	0.288	0.238	0.355	0.359	0.341	0.365	0.336	1.00	

**Note:** All of the correlations are significant at the 0.05 level

### **Structural Model**

Figure 2 shows the overall explanatory power, the standardized path regression coefficients that indicate the direct influences of the predictor upon the predicted latent constructs for the model, and associated t-values of the paths of the research model. The model fit indices of the structural model and the cut-off values for those fit indices are presented in Table 5. The goodness-of fit statistics show that the structural model fit the data reasonably well. The seven-item model produced a chi-square of 153.5 (d.f.=51,  $p=0.000$ ). While the overall chi-square for this measurement model was significant ( $P < 0.05$ ), it is well established that this statistic is sensitive to large sample sizes (e.g. Hair *et al.*, 1998).

To alleviate the sensitivity of the chi-square statistics, the value of chi-square is commonly divided by the degrees of freedom. The re-estimated chi-square value was 2.842 and this new value is within an acceptable cut-off value range, from 1.0 to 3.0. The Goodness Fit Index (GFI=0.951, with 1 indicating maximum fit), Comparative Fit Index (CFI=0.949, 1=maximum fit), the comparative fit index (NFI=0.935, with 1 indicating maximum fit), Tucker–Lewis index (TLI=0.950, 1=maximum fit), and the incremental fit index (IFI=0.940) met the proposed criterion of 0.90 or higher. Finally, the root mean square error of approximation (RMSEA=0.037, with values < 0.08 indicating good fit), one of the indices best suited to our model with a large sample, indicated that the structural model was a reasonable fit.

Table 5 presents the results of the individual tests of the significance of the relationship among the variables. Among the 8 relationships tested, one was found to be significant at the alpha level of 0.05, and seven relationships were significant at the alpha level of 0.001. Social responsibility had a significantly positive impact on affective commitment, with  $\beta=0.530$ ,  $t=5.492$ , and  $P=0.000$ , indicating that social responsibility was an important antecedent of employees' affective commitment. Social responsibility also had a strong positive effect on OCB ( $\beta=0.458$ ,  $t=5.922$ ,  $P=0.000$ ). Furthermore, employee

treatment influenced both affective commitment ( $\beta=0.815$ ,  $t=9.477$ ,  $P=0.000$ ) and OCB ( $\beta=0.276$ ,  $t=2.518$ ,  $P=0.041$ ) indicating that employee treatment was an antecedent of affective commitment and OCB. In addition, organizational support ( $\beta=0.736$ ,  $t=7.962$ ,  $P=0.000$ ), affective commitment ( $\beta=0.480$ ,  $t=4.557$ ,  $P=0.000$ ), and job satisfaction ( $\beta=0.383$ ,  $t=4.493$ ,  $P=0.000$ ) were positively associated with OCBs. Finally, the results indicated that OCB is an antecedent of innovative behavior in hotels ( $\beta=0.927$ ,  $t=8.979$ ,  $P=0.000$ ).

Table 5. Maximum likelihood estimates for research model (n = 241)

Independent variable	Dependant variable	Estimate	Standardized Estimate	Standard error	t-statistic	P
Social Responsibility	Affective commitment	0.435	0.530	0.172	5.492	**
Employee Treatment	Affective commitment	0.886	0.815	0.193	9.477	**
Employee Treatment	OCB	0.277	0.276	0.150	2.853	041*
Social Responsibility	OCB	0.464	0.458	0.169	5.922	**
Organizational Support	OCB	0.695	0.736	0.187	7.962	**
Affective Commitment	OCB	0.374	0.480	0.132	4.557	**
Job satisfaction	OCB	0.395	0.383	0.168	4.395	**
OCB	Innovative behavior	0.805	0.927	0.190	8.979	**

\*\*Significant at the  $P < 0.001$  level (two-tailed)

\* Significant at the  $P < 0.05$  level (two-tailed)

	Structural model	Cut-off value
Model fit statistics	Chi-square =153.5	p-Value<0.05
	d. f	1.0-3.0
	Normed chi-square=2.842	>0.90
	GFI=0.951	>0.90
	NFI=0.935	>0.90
	CFI=0.949	>0.90
	TLI=0.950	>0.90
	RMR=0.42	<0.50
	RMSEA=0.037	<0.08: good fit

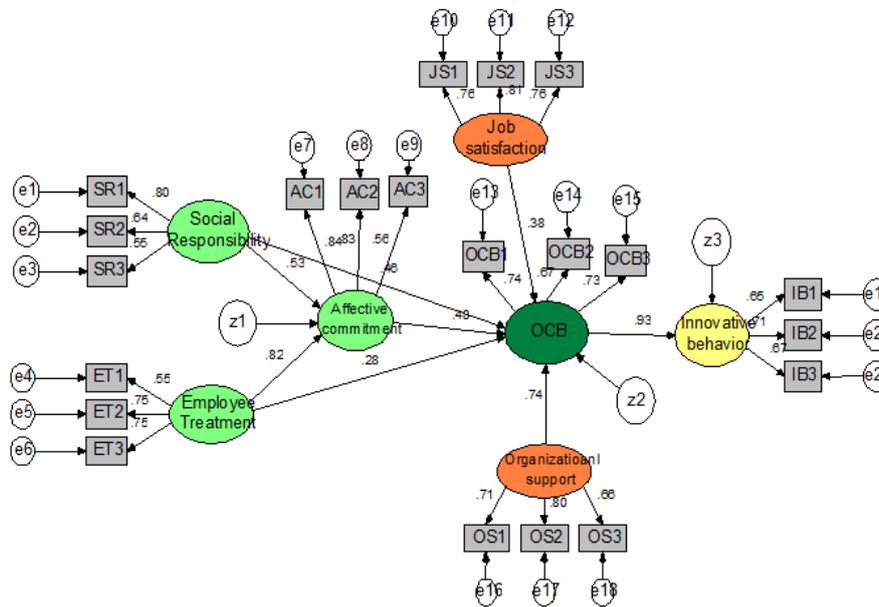


Fig. 2. Standardized regression coefficients

### Discussion and Implications for Further Research

The starting point of this paper was the observation that innovative behavior of hotel employees has become an important competitive advantage for the firms. Moreover, both practical experience and previous research suggested that in an organizational context, employees are motivated by various factors leading to provide the firm with new ideas and innovations.

Consequently, from managerial perspective, the question arises that which factors can motivate the innovative behaviors of employees in hotel context. A response variable that plays an important role in organizational behavior but has not been considered in the context of antecedents of innovative behavior is OCB. Therefore, it stood to reason to extend the existing body of research in the field of OCB by introducing a conceptual model of innovative behavior in this context and examining the antecedents of innovative behavior and OCB.

Our empirical study shows that social-responsibility reputation and employee-treatment reputation were found to be positively related to

employees' affective commitment to the hotel. These findings are in line with the findings of researchers such as Schaarschmidt *et al.* (2016), Cekmecelioglu and Dincel (2014), Chun *et al.* (2013), Helm (2011), and Landary and Vandenberghe (2009). Similarly, social-responsibility reputation and employee-treatment reputation were positively related to OCBs. These findings support previous results of authors such as Hui *et al.* (2014), Magnini *et al.* (2013), Homburg *et al.* (2013), and Morhart *et al.* (2009) who found strong relationships among social-responsibility, employee-treatment, and OCBs.

Further, affective organizational commitment, employees' job satisfaction, and perceived organizational support were found to be the key antecedents of OCBs in hotels. The findings were also consistent with the results of Hui *et al.* (2014), Sun *et al.* (2013), Foote and Tang (2008), Koys (2001), and Wayne *et al.* (1997). In fact, our results support their works. Finally, it was found that OCB is positively associated with innovative behavior of employees. This result was similar to the findings of Podsakoff *et al.* (2009) and Bolon (1997).

Our findings have several implications for managers of hotel industry. Firstly, hotel managers must keep in mind that employees should not perceive POS as an effort made to please them. Rather it must be viewed as an attempt to change organizational practices or a form of organizational redesign. Otherwise, under demanding conditions, employees may perceive favorable organizational efforts in a negative manner.

Secondly, good reputation has strategic value for the hotels that reinforce it. Hotels should emphasize not only on reputation building but also on reputation communication with employees. Then, hotel managers should invest more resource into setting up strong social-responsibility reputation as well as seek ways to trigger employee's recognition of the hotel's social-responsibility reputation. Strong reputation helps hotels win social recognition and contributes to employee's emotional attachment to the hotels. Positive psychological perception of the hotel image motivates employee's spontaneous positive behavior toward the organization and customers such as innovative behavior.

Thirdly, citizenship behavior is especially important in the hospitality industry because fluctuating demand and quality service is a typical characteristic of the industry. OCBs are selfless and altruistic behaviors, and such behaviors are beneficial to a positive organizational climate, customer satisfaction, and hotel trust, all of which lead to a sustainable competitive advantage for a hotel.

Fourthly, innovative behavior provides a direct benefit for the organization. If an employee helps another employee in the workplace, this is directly befitting the individual who was helped, but also provides an indirect benefit to the organization. It needs human resource strategies to satisfy employees' expectations with the hotel and to receive suitable organizational support.

Additionally, the facilitation of innovative behavior in the workplace is thought to be reliant on the knowledge and resources processed by hotel employees as well as their commitment to the organization. An environment where hotel employees are committed to the firm and exhibit extra-role behavior and help one another (sharing information and knowledge) should contribute to fostering innovative behavior. Innovative behavior is a risky process, so it is often practiced only by employees that are committed to the organization. Employees' affective commitment to the firm will impact on their propensity to share knowledge and to be innovative.

Finally, the development of OCB could positively impact on the innovative behavior of hotel employees. If innovative behavior is reliant on the knowledge of employees and knowledge can be gained through training to through the transfer of knowledge between employees, then it is important to develop a process in which employees are assisting one another.

## References

- Bailey, W.S. (2005). *A comparison of corporate reputation as perceived by internal and external stakeholders*. Master Degree Paper, CA State University, Long Beach, CA.
- Bolon, D. (1997). "Organizational citizenship behavior among hospital employees: a multidimensional analysis involving job satisfaction and organizational commitment". *Hospital and Health Services*, 42(2), 221-241.
- Byrne, B.M. (2001). *Structural Equation Modelling with AMOS: Basic Concepts, Applications and Programming*. Lawrence Erlbaum Associates Inc., New Jersey.
- Cekmecelioglu, G.H. & Dincel, G. (2014). "Employee Perceptions of Corporate Reputation and Impact of the Perceptions on Organizational Pride, Organizational Commitment and Job Satisfaction". *Business and Economics Research Journal*, 5(2), 79-94.
- Chang, C.S. & Chang, H.C. (2010). "Motivating nurses' organizational citizenship behaviors by customer oriented perception for evidence based practice". *Worldviews on Evidence Based Nursing*, 7(4), 214-225.
- Chun, J.S.; Shin, Y.; Choi, J.N. & Kim, M.S. (2013). "How does corporate ethics contribute to firm financial performance? The mediating role of Collective Organizational Commitment and Organizational Citizenship Behavior". *Journal of Management*, 39(4), 853-877.
- Farh, J.L.; Hackett, R.D. & Liang, J. (2007). "Individual level cultural values as moderators of the perceived organizational support-employee outcome relationships in China". *Academy of Management Journal*, 50(3), 715-729.
- Fisher, R.; McPhail, R. & Menghetti, G. (2010). "Linking employee attitudes and behaviors with business performance". *International Journal of Hospitality Management*, 29(3), 397-404.
- Fombrun, C.J.; Gandberg, N.A. & Sever, J.M. (2000). "The reputation quotient-a multi-stakeholder measure of corporate reputation". *Journal of Brand Management*, 7(4), 241-255.
- Foote, D.A. & Tang, T.L. (2008). "Job satisfaction and organizational citizenship behavior (OCB)". *Management Decision*, 46(6), 933-947.
- Hair, J.F.; Anderson, R.E.; Tatham, R.L. & Black, W.C. (1998). *Multivariate Data Analysis*. 5th ed, Upper Saddle River, California, USA.
- Harrington, R.J. (2004). "Part I: the culinary innovation process, a barrier to imitation". *Journal of Foodservice Business Research*, 7(3), 35-57.

- He, Y.; Li, W. & Lai, K.K. (2011). "Service climate, employee commitment and customer satisfaction". *International Journal of Contemporary Hospitality Management*, 23(5), 592-607.
- Helm, S. (2011). "Employees' awareness of their impact on corporate reputation". *Journal of Business Research*, 64(7), 657-663.
- Homburg, C.; Stierl, M. & Bornemann, T. (2013). "Corporate social responsibility in business-to-business markets: how organizational customers account for supplier corporate social responsibility engagement". *Journal of Marketing*, 77(6), 54-72.
- Hui, F.; Yaoqi, L. & Yanhong, D. (2014). "Does employee-perceived reputation contribute to citizenship behavior?". *International Journal of Contemporary Hospitality Management*, 26(4), 593-609.
- Kim, H.R.; Lee, M.; Lee, H.T. & Kim, N.M. (2010). "Corporate social responsibility and employee-company identification". *Journal of Business Ethics*, 95(4), 557-569.
- Kim, W.G. & Brymer, R.A. (2011). "The effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance". *International Journal of Hospitality Management*, 30(4), 1020-1026.
- Koys, D.J. (2001). "The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness". *Personnel Psychology*, 54(1), 101-114.
- Landary, G. & Vandenberghe, C. (2009). "Role of commitment behavior, leader-member exchange, and super based self-esteem in employee-supervisor contract". *Journal of Social Psychology*, 149, 5-28.
- Loureiro, S.M. & Kastenholtz, E. (2011). "Corporate reputation, satisfaction, delight, and loyalty towards rural lodging units in Portugal". *International Journal of Hospitality Management*, 30(3), 575-583.
- Luoh, H.F.; Tsaur, S.H. & Tang, Y.Y. (2014). "Empowering employees: job standardization and innovative behavior". *International Journal of Contemporary Hospitality Management*, 26(7), 1100-1117.
- Magnini, V.P.; Hyun, S.S.; Kim, B. & Uysal, M. (2013). "The influences of collectivism in hospitality work settings". *International Journal of Contemporary Hospitality Management*, 25(6), 844-864.
- Martins, L.L. (2005). "A model of the effects of reputational rankings on organizational change". *Organization Science*, 16(6), 701-720.
- Matear, S.; Gray, B.J. & Garrett, T. (2004). "Market orientation, brand investment, new service development, market position and performance for service organizations". *International Journal of Service Industry Management*, 15(3), 284-301.

- Meyer, J. & Allen, N. (1997). *Commitment in the Workplace: Theory Research and Application*. Sage, Newbury Park, CA.
- Morhart, F.M.; Herzog, W. & Tomczak, T. (2009). "Brand-specific leadership". *Journal of Marketing*, 73(5), 122-142.
- Orfila-Sintes, F.; Crespi-Cladera, R. & Ester Martinez-Ros, E. (2005). "Innovation activity in the hotel industry: evidence from Balearic Islands". *Tourism Management*, 26(6), 851-865.
- Ottenbacher, M. & Gnoth, J. (2005). "How to develop successful hospitality innovation". *Cornell Hotel and Restaurant Administration Quarterly*, 46(2), 205-222.
- Ottenbacher, M. & Harrington, R.J. (2007). "The innovation development process of Michelin-starred chefs". *International Journal of Contemporary Hospitality Management*, 19(6), 444-460.
- Paulin, M.; Ferguson, R.J. & Bergeron, J. (2006). "Service climate and organizational commitment". *Journal of Business Research*, 59(8), 906-915.
- Podsakoff, P.M.; MacKenzie, S.B. & Hui, C. (1993). "Organizational citizenship behaviors and managerial evaluations of employee performance". *Research in Personnel and Human Resources Management*, 11(1), 1-40.
- Randall, M.L.; Cropanzano, R., Borman, C.A. & Birjulin, A. (1999). "Organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship behaviors". *Journal of Organizational Behavior*, 20(2), 159-174.
- Rhoades, L.; Eisenberger, R. & Armeli, S. (2001). "Affective commitment to the organization". *Journal of Applied Psychology*, 86(5), 825-836.
- Schaarschmidt, M.; Walsh, G. & Ivens, S. (2016). "Perceived External Reputation as a Driver of Organizational Citizenship Behavior: Replication and Extension". *Corporate Reputation Review*, 18(4), 314-336.
- Shore, L.M. & Shore, T.H. (1995). "Perceived organizational support and organizational justices". in Cropanzano, R.S. and Kacmar, K.M. (Eds), *Organizational Politics, Justice, and Support: Managing the Social Climate of the Work Place*. Quorum, Westport, CT, pp. 149-164.
- Shore, T.; Bommer, W. & Shore, L. (2008). "An integrative model of managerial perceptions of employees commitment". *Journal of Organizational Behavior*, 29(5), 635-655.
- Sun, L.Y.; Chow, I.H.S. & Chiu, R.K. & Pan, W. (2013). "Outcome favorability in the link between leader-member exchange and

- organizational citizenship behavior". *The Leadership Quarterly*, 24(1), 215-226.
- Surroca, J.; Trib, J.A. & Waddock, S. (2010). "Corporate responsibility and financial performance". *Strategic Management Journal*, 31(5), 463-490.
- Van Knippenberg, D.; Van Prooijen, J.W. & Sleebos, E. (2015). "beyond social exchange: Collectivism's moderating role in the relationship between perceived organizational support and organizational citizenship behavior". *European Journal of Work and Organizational Psychology*, 24(1), 152-160.
- Victorino, L.; Verma, R.; Plaschka, G. & Dev, C. (2005). "Service innovation and customer choices in the hospitality industry". *Managing Service Quality*, 15(6), 555-576.
- Walsh, G. & Beatty, S.E. (2007). "Measuring customer-based corporate reputation". *Journal of the Academy of Marketing Science*, 35(1), 127-143.
- Wayne, S.J.; Shore, L.M. & Liden, R.C. (1997). "Perceived organizational support and leader member exchange: a social exchange perspective". *Academy of Management Journal*, 40(1), 82-111.
- Williams, L.J. & Anderson, S.E. (1991). "Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors". *Journal of Management*, 17(3), 601-617.
- Wong, C.S. & Pang, W.L. (2003). "Barriers to creativity in the hotel industry- perspectives of managers and supervisors". *International Journal of Contemporary Hospitality Management*, 15(1), 29-37.
- Wong, S.C.K. & Ladkin, A. (2008). "Exploring the relationship between employee creativity and job related motivators in the Hong Kong hotel industry". *International Journal of Hospitality Management*, 27(4), 426-437.
- Yacouel, N. & Fleischer, A. (2012). "The role of cybermediaries in reputation building and price premiums in the online hotel market". *Journal of Travel Research*, 51(2), 219-226.