THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON INNOVATIVE WORK BEHAVIOUR IN THE GHANAIAN HOSPITALITY INDUSTRY WITH THE MEDIATED MODERATION EFFECTS OF INDIVIDUAL AND ORGANISATIONAL FACTORS

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DECLARATION

I, Michael Worlanyo Akotia, student number ########, declare that this research project submitted to the Central University of Technology, Free State, for the degree of Doctor of Business Management, is my independent work. It complies with all relevant policies, procedures, rules and regulations of the Central University of Technology, Free State. It has not been previously submitted to any institution by me or any other person and is submitted in fulfilment or partial fulfilment of the requirements for attaining any qualification.

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ABSTRACT

Purpose — This study examined the direct and indirect influences of the transformational leadership style on innovative work behaviour. The mediating factors considered were work engagement, self-efficacy, and organisational innovation atmosphere, while absorptive capacity represented the moderating variable.

Methodology — A structured questionnaire was administered to 810 hotel employees in Volta Region, Ghana. A total of 795 questionnaires were collected for data analysis, representing a response rate of 98.15%. The survey included a demographic section followed by sections on transformational leadership, innovative work behaviour, absorptive capacity, work engagement self-efficacy and organisation innovation atmosphere (based on Ekvalls, 1996). IBM-SPSS Version 27 was used to generate descriptive statistics, whilst SmartPLS version 4 was used to conduct PLS-SEM analysis to establish the relationships between the variables.

Findings — The results showed that transformational leadership significantly impacted innovative work behaviour, work engagement, self-efficacy, and the atmosphere of organisational innovation. Also, work engagement, self-efficacy, and organisational innovation atmosphere significantly influenced innovative work behaviour. It further revealed that absorptive capacity moderated the relationships between transformational leadership and innovative work behaviour, self-efficacy and innovative work behaviour, and organisation innovation atmosphere and innovative work behaviour. However, absorptive capacity did not moderate the relationship between work engagement and innovative work behaviour.

Research limitations — The research was conducted in one region of Ghana, and therefore, it is not easy to generalise findings across the board. Using only quantitative data collection tools also ignores the feelings and opinions of respondents, which could have been edifying.

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Originality/value — This study is the first to examine the individual and organisational factors that directly and indirectly (mediate and moderate) influence transformational leadership style and innovative work behaviour relationships in the Ghanaian context. Overall, the combination of contextual focus, integration of transformational leadership and innovative work behaviour, exploration of mediated moderation effects, and consideration of individual and organisational factors makes this research novel and valuable for understanding leadership and individual innovation dynamics in the Ghanaian hospitality industry.

Keywords: Transformational leadership, innovative work behaviour, work engagement, self-efficacy, organisation innovation atmosphere, absorptive capacity and hospitality industry

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LIST OF ABBREVIATIONS AND ACRONYMS

CCQ	Creative Climate Questionnaire
ELT	Empowerment Leadership Theory
GDP	Gross Domestic Product
HPWS	High-performance Work System
HRM	Human Resource Management
IWB	Innovative Work Behaviour
LMX	Leader-Member Exchange
MLQ	Multifactor Leadership Questionnaire
PLS-SEM	Partial Least Squares-Structural Equation Modelling
SDGs	Sustainable Development Goals
SET	Social Exchange Theory
TMX	Team-member Exchange
UWES	Utrecht Work Engagement Scale

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DEFINITION OF KEY TERMS/ CONCEPTS

Transformational leadership - A leadership style in which leaders model behaviours to inspire and motivate subordinates to surpass expectations.

Innovative work behaviour – Employees' behaviour is directed at creating, developing, and implementing novel ideas, methods, products, or processes to solve challenging problems.

Work engagement – Positive and pleasing work-related mindset among employees symbolised by vigour, dedication and absorption.

Self-efficacy – A set of beliefs individuals hold with confidence in their ability to complete particular tasks or achieve a goal.

Organisation innovation atmosphere – Employee perception about whether the organisation provides an environment conducive to learning and innovation and the degree of such conduciveness.

Absorptive capacity – The ability of an organisation to acquire, appreciate, integrate and apply new knowledge for organisational learning and business improvement.

Social exchange theory – Theory based on social interactions whereby a cost-benefit analysis is implemented to ascertain identified risks and benefits.

Empowerment leadership theory – A supportive leadership theory based on coaching, delegating behaviours, relationship building and power sharing within organisations.

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CHAPTER 1: INTRODUCTION TO THE STUDY

1.1 STUDY BACKGROUND

The hospitality and tourism industry has been one of the fastest-growing industries in the world prior to the emergence of COVID-19 (The World Bank, 2022). Even though the pandemic greatly affected the industry, it is widely acknowledged globally that it has almost bounced back, with travel, lodging and recreation returning to normalcy (Zhang, Song, Wen & Liu, 2021). According to the World Travel and Tourism Council (2023), recovery in the hospitality and tourism industry continued at pace, with growth of 22% year-on-year to reach $7.7 trillion. After recovering 11 million jobs in 2021, the sector created 21.6 million jobs in 2022, reaching over 295 million globally – 1 in 11 jobs worldwide. The Council further estimates that by the close of 2023, about half of the 185 countries will either have recovered to pre-pandemic levels or be within 95% of full recovery. In Ghana, the industry received a revenue of US$1,062.4 million and witnessed a 10% increase in jobs, with 277,985 in 2022 compared to 252,714 in 2021 (Ministry of Tourism, Arts and Culture, 2023).

The continued growth in the hospitality industry can be connected to innovation and creative activities to meet contemporary customers' ever-changing desires and expectations (Njoroge, Anderson & Mbura, 2020). Deri, Ari Ragavan, Niber, Zaazie, Akazire, Anaba and Andaara (2023) contend that the fight against COVID-19 brought about innovation in hospitality operations fostered through an inspired hospitality workforce. Hu, Danso, Mensah and Addai (2020) state that because today's world economy is so innovation-driven, it has become obvious that innovation is among the most important factors for business success. It is, therefore, not surprising that management researchers have focused on organisational innovation (Andreeva, Vanhala, Sergeeva, Ritala & Kianto, 2017; Anwar, 2018; Bamber, Bartram & Stanton, 2017; Moghimi, 2016; Werlang & Rossetto, 2019).

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Innovation in the hospitality industry contributes to hotels' financial performance (Anwar, 2018; Moghimi, 2016), improves sales growth and market value (Nicolau & Santa-Maria, 2013; Werlang & Rossetto, 2019;), enhances customer loyalty and satisfaction (Berraies & Hamouda, 2018) and sustains hotels' competitive advantage (Fraj, Matute & Melero, 2015; Martin-Rios & Ciobanu, 2019). Organisations can innovate by capitalising on their employees' ability, diversity of skills and knowledge to generate new and useful ideas (Andreeva et al., 2017; Bamber, Bartram & Stanton, 2017; Shipton, Sparrow, Budhwar & Brown, 2017). Bamber, Bartram, and Stanton (2017) demonstrated that employees initiate 80% of the ideas in an organisation, signifying that employees' innovative behaviours at work can generate significant feats for firms.

Innovative work behaviour (IWB) is a construct that combines innovation with employee behaviour. According to Wijaya (2018), IWB usually includes the exploration of opportunities and the creation of new ideas (behaviours related to creativity), but it can also include behaviours that are directed at applying a change, applying new knowledge or improving processes to improve personal and business performance. At the workplace, the ability or failure of employees to exhibit IWB can be associated with how leaders lead and manage the workforce (Saeed, Afsar, Shahjehan & Shah, 2019). Robbins and Coulter (2021) opined that leadership is a form of human interaction in which one person seeks to influence another person's thinking, behaviours, beliefs or values. Leadership styles remain a critical factor influencing IWB (Saeed, Afsar, Shahjehan & Shah, 2019; Afsar, Badir & Saeed, 2014). Leadership style shows what the leader focuses on when playing a leadership role and that a leader's leadership style is essential in influencing employees' work behaviour for organisational success (Robbins & Coulter, 2021).

Due to its features like motivation, inspiration and encouragement, the transformational leadership style is mostly linked to IWB among employees (Koziol-Nadolna, 2020; Kee, Rahman & Tan, 2020; Li, Sanders & Frenkel, 2020). Transformational leadership is where leaders support, motivate and inspire employees to make innovative attempts and create change to help shape, grow and position the company for future success. This can be realised when the

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example is set at the executive level by creating a positive corporate culture, employee ownership and independence within the workspace (White, 2022). Xenikou (2017) highlights that transformational leaders cast a dynamic organisational vision necessary to bring change in cultural values to reflect much greater innovation.

Leaders with a transformational leadership style can enhance employee self-efficacy by cultivating creativity and innovation among employees to achieve organisational competitive advantage (Andreeva et al., 2017; Bamber, Bartram & Stanton, 2017; Shipton, Sparrow, Budhwar & Brown, 2017; Zaidatol, 2011). It has also been shown that organisational innovation atmosphere with elements such as advocacy, evaluation and training, communication, cooperation and creativity contributes towards employee innovative behaviour (Andreeva et al., 2017; Bamber, Bartram & Stanton, 2017; Shipton et al., 2017). According to Chan and Amran (2014), the effectiveness of leadership styles among organisations can enhance organisational success through a workforce engaged in their work and showing willingness to give their best towards achieving organisational goals.

Despite the potential benefits associated with innovation and effective leadership, the situation has not been thoroughly investigated, especially among service organisations, including hotels, as most innovation-related studies are conducted within the manufacturing industry (Martin-Rios & Ciobanu, 2019; Vuković et al., 2018). In the face of intense competition within the accommodation sector, hotels need to enhance their innovativeness to position themselves favourably (Hu, Danso, Mensah, & Addai, 2020; Xuhua, Spio-Kwofie, Udimal & Addai, 2018). To achieve this, they should engage and build employees' confidence, nurture and harness new knowledge, and build employees' capacity to function in an increasingly complex, stressful and evolving work environment. Thus, hotels must be in tune with the challenges of the new economy – of which effective leadership and innovation are critical components. With this in mind, the current study focused on the impact that transformational leadership and other contextual factors are likely to have on innovative work behaviour in the context of hotels operating in

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Ghana. Registered hotels in the Volta Region of Ghana were selected as the unit of analysis.

1.2 PROBLEM BACKGROUND

The problem background outlines the research context and details the broader circumstances surrounding the problem under investigation. The following are discussed: previous research and the context of the research.

1.2.1 Previous research

The literature indicates that the service industry has experienced continual transformation under the pressure of global competition driven by social and economic forces, the fast pace of information technology, the growing popularity of new destinations in emerging economies, and customers' rising expectations of service offerings (Law, Leung & Cheung, 2012; Molina-Azorín, Tarí, Pereira-Moliner, López-Gamero & PertusaOrtega, 2015). The evolution of leadership style and its relationship with innovative work behaviour emanates from the Leader-Member Exchange (LMX) theory, which is referred to as the relational approach to leadership (Gu, Tang & Jiang, 2015; Pan, Sun & Chow, 2012; Robbins & Coulter, 2021). The leader-member relationship ensures the stimulation of creativity and innovation on the part of employees due to quality LMX relationships (Gu, Tang & Jiang, 2015). Researchers argue that good leader-member relationships instil confidence in followers, giving them the autonomy to be innovative in the organisation (Gu, Tang & Jiang, 2015; Lee, 2008; Wijaya, 2018). The literature also supports that leadership style influences innovative work behaviour for the organisation's success (De Jong & Den Hartog, 2010; Robbins & Coulter, 2021; Marchiori & Franco, 2020; Wijaya, 2018; Yukl, 2012).

Researchers further agree that the transformational leadership style of the manager has been prominent in promoting innovative work behaviour among subordinates (Afsar, Badir & Saeed, 2014; Andreeva et al., 2017; Bamber, Bartram

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& Stanton, 2017; Bass & Avolio, 2014; Majumdar & Ray, 2011; Shipton et al., 2017). Generally, studies on leadership styles in Ghana have focused on their relationships with variables such as employee work engagement (Agbozo, 2018), employee job satisfaction (Baffour-Awuah, 2015), employee productivity (Alhassan et al., 2014), and employee performance (Malcalm & Tamatey, 2017). Although studies conducted in Ghana have examined leadership styles regarding variables such as work engagement, job satisfaction, and performance, these studies did not occur in the hotel industry. However, the hotel industry is unique due to its strong customer orientation, product centricity and internationalisation focus.

From the empirical standpoint, it is fair to state that in terms of research, the impact of leadership styles on innovative work behaviour and the mediating effects of employee work engagement, employee self-efficacy, and organisation innovation atmosphere in the hospitality industry, especially in Ghana has not received the required attention. Moreover, the moderating effects of individual-based (employee absorptive capacity) and organisation-based (organisational absorptive capacity) variables have not received much attention.

1.2.2 Context of the research

The Ghanaian hospitality industry has been cited as a leading industry that is key to employment, revenue generation, economic growth and development (Ministry of Tourism, Arts and Culture, 2017). Yet, the industry is beset with many issues, like skills shortages, lack of innovation, and ineffective leadership that hinders sustained growth (International Labour Organisation (ILO), 2020). Moreover, Hongyun, Adomako, Appiah-Twum, Akolgo, Iqbal and Spio-Kwofie (2019) added that key industry trends, including greater diversification, increased demand for quality customer services and technology use, call for organisational innovation in the hospitality industry. The situation is challenging among hospitality enterprises like hotels that operate in semi-urban areas like the Volta Region. For instance, Noretti (2021) asserts that the Volta Region needs more innovative and up-market hotels to purposefully compete in the market since most hotels are budget-style

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and fail to meet the expectations of the contemporary global hospitality industry. This means they lack infrastructure, quality leadership and a creative workforce.

The government adopted a 15-year National Tourism Development Plan (2013-2027) to modernise the Ghanaian hospitality industry to develop, standardise and transform operations to foster local and national economic development (Ministry of Tourism, 2013). Essentially, the plan emphasises the role of sound leadership and a creative workforce to bring about the needed transformation. In response, scholars have tried to advance innovation-related research within the Ghanaian hospitality industry to determine better ways to foster progress. These studies have focused on human skills, managerial style and IT infrastructure (Hongyun et al., 2019), innovative capabilities of managers (Yeboah, 2015), innovation types: process, product, marketing and organisational innovation (Hu et al., 2020), online innovation (Amoako, Doe & Neequaye, 2023), property management systems (Commey, Osae Akonnor, Commey & Mensah, 2023) and technological innovation (Danso, Xuhua & Fuseini, 2020).

Moreover, research related to organisational innovation has intensified universally, with technology, leadership and employee creativity variables taking precedence (Anwar, 2018; Bamber, Bartram & Stanton, 2017; Berraies & Hamouda, 2018; Martin-Rios & Ciobanu, 2019; Werlang & Rossetto, 2019). Previous research has shown that leadership that focuses on empowerment, such as transformational leadership, enhances organisational innovation and employee IWB (Koziol-Nadolna, 2020; Li et al., 2020). Also, previous research on transformational leadership and organisational innovation identified specific elements that can stimulate workplace innovation including work engagement (Alamri, 2023; Balwant, Mohammed & Singh, 2020; Purwanto, Ate & Ifa, 2023), self-efficacy (Andreeva et al., 2017; Shipton et al., 2017), and creative environment (Khalili, 2016; Sari, Tjahjono & Wahyuningsih, 2023). These studies form part of a growing body of evidence that effective leadership style can positively impact employee creativity, IWB, and knowledge sharing.

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It is clear from the above that transformational leadership and organisational innovation attributes like IWB have become popular research areas. Therefore, a study on the impact of transformational leadership and contextual factors on IWB in the hospitality industry is long overdue, especially given Ghanaian policymakers' growing push and recognition for the local tourism and hospitality industry to lead economic growth and development. In this context, the Volta Region is ideal for such a study because it has been identified as a region that requires attention to fulfil its hospitality potential (Noretti, 2021).

1.3 PROBLEM STATEMENT

In today's world of work, IWB has become essential because organisations are intensely competing for market share, growth and expansion (Anwar, 2018; Molina-Azorín et al., 2015; Shanker, Bhanugopan, Van der Heijden & Farrell, 2017). This means that employees who learn, apply new knowledge, explore opportunities, and create new ideas improve processes for business performance and organisational innovation (Moghimi, 2016; Wijaya, 2018). Nevertheless, although researchers (Afsar, Badir & Saeed, 2014; Saeed et al., 2019) have stated that leadership approaches can influence IWB among employees, the nexus has not been fully explored, especially concerning how background factors interact with this relationship.

As a result, the limited research on leadership styles and their impact on innovative work behaviour informs the problem that this study seeks to unearth. From the researcher's assessment of previous studies on leadership styles and innovative work behaviour, no study has yet assessed the individual and organisational factors influencing the relationship between transformational leadership style and innovative work behaviour in the Ghanaian hospitality industry.

The problem for this study is the lack of clarity on whether significant relationships exist among the variables of transformational leadership style, innovation atmosphere, employee self-efficacy, employee work engagement, and innovative

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work behaviour and how organisational and employee absorptive capacities moderate these relationships.

1.4 SIGNIFICANT CONTRIBUTIONS OF THE STUDY

The study is significant because it makes valid theoretical and practical contributions and considers the impact on society.

Theoretical contributions: The study's results augment the existing literature pool by adding key insightful contributions. First, the study contributes to the literature on workplace innovation. Though previous research has explored the relationship between transformational leadership style and innovative work behaviour, there is limited knowledge regarding how work engagement, self-efficacy, innovation atmosphere, and absorptive capacity variables directly and indirectly shape this relationship. In addition, this is the first study in the Ghanaian hotel industry to examine employee and firm-level factors that directly and indirectly influence transformational leadership style and innovative work behaviour relationships. The study findings further add to theory development, especially in the Ghanaian context, as it serves as direction and guide for new studies for Ghanaian hospitality researchers.

Practical contributions: The study findings provide new evidence on how hospitality managers can streamline processes and practices to enhance employee IWB. Practically, the study highlights how leadership can be merged with individual and organisational conditions to foster employee IWB. Thus, the study provides empirical evidence to show that engaged and assertive employees who operate under transformational leaders and a conducive workplace atmosphere that endorses innovation can learn, absorb and apply new knowledge and exhibit IWB. Ghanaian hospitality managers can use this consolidative impact to help their employees learn and innovate. Also, the study's significance and practical contributions are noted as it reveals that transformational leadership practice at the hospitality workplace requires organisational conditions, such as absorptive

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capacity, to impact employee IWB. This highlights how hospitality managers in Ghana can focus on channelling attention towards improving technology to advance learning and changing old work patterns to promote sustained organisational changes and innovative attempts.

Social impact: The research also has relevance to society primarily due to the industry selected for the study. The hotel industry in Ghana has an immeasurable impact on the country's socio-economic development as it significantly contributes to the country's GDP and provides employment for the benefit of society. The level of competition in the hotel industry makes it inevitable for management to pay attention to leadership and innovative behaviour of employees since employee engagement, self-efficacy and the promotion of an organisational innovation atmosphere could serve as a competitive edge for hotels operating in Ghana. In the end, the study concentrates on the labour-intensive hospitality industry in Ghana, which makes a significant contribution to the United Nations SDGs of no poverty (SDG1), zero hunger (SDG2), decent work and economic growth (SDG8), building resilient infrastructure, promoting inclusive and sustainable industrialisation and fostering innovation (SDG9), and reducing inequality (SDG10) (see United Nations, 2023).

1.5 AIM OF THE STUDY

This study aims to make empirical and practical contributions to the Ghanaian hotel industry in management-related research by assessing the impact of individual and organisational factors on transformational leadership style and innovative work behaviour relationships.

1.6 OBJECTIVES OF THE RESEARCH

1.6.1 The main objective

The main objective of the research was to examine the direct and indirect influences of the transformational leadership style on innovative work behaviour.

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1.6.2 The subsidiary objectives

1. To examine the impact of transformational leadership style on innovative work behaviour.
2. To examine the impact of transformational leadership style on employee self-efficacy.
3. To examine the impact of transformational leadership style on employee work engagement.
4. To examine the impact of transformational leadership style on organisational innovation atmosphere.
5. To examine the impact of organisational innovation atmosphere on innovative work behaviour.
6. To examine the impact of employee work engagement on innovative work behaviour.
7. To examine the impact of employee self-efficacy on innovative work behaviour.
8. To examine the moderating effect of absorptive capacity on the relationship between organisational innovation atmosphere and innovative work behaviour.
9. To examine the moderating effect of absorptive capacity on the relationship between transformational leadership style and innovative work behaviour.
10. To examine the moderating effect of absorptive capacity on the relationship between employee work engagement and innovative work behaviour.
11. To examine the moderating effect of absorptive capacity on the relationship between employee self-efficacy and innovative work behaviour.

1.7 RESEARCH HYPOTHESES

1.7.1 The main hypothesis

Main research hypothesis: Transformational leadership style has significant direct and indirect influences on innovative work behaviour.

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1.7.2 The subsidiary hypotheses

H_1: Transformational leadership style significantly influences innovative work behaviour.
H_2: Transformational leadership style significantly influences employee self-efficacy.
H_3: Transformational leadership style significantly influences employee work engagement.
H_4: Transformational leadership style significantly influences organisational innovation atmosphere.
H_5: Organisational innovation atmosphere significantly influences innovative work behaviour.
H_6: Employee work engagement significantly influences innovative work behaviour.
H_7: Employee self-efficacy significantly influences innovative work behaviour.
H_8: Absorptive capacity significantly moderates the influence of organisational innovation atmosphere on innovative work behaviour.
H_9: Absorptive capacity significantly moderates the influence of transformational leadership style on innovative work behaviour.
H_{10}: Absorptive capacity significantly moderates the influence of employee work engagement on innovative work behaviour.
H_{11}: Absorptive capacity significantly moderates the influence of employee self-efficacy on innovative work behaviour.

1.8 SUMMARY OF THE THEORETICAL FRAMEWORK

The Social Exchange Theory (SET) and Empowerment Leadership Theory (ELT) were combined to form an integrated theoretical framework for this research. The SET is a sociological and psychological theory that explains social interactions (Cook, 2015). On the other hand, ELT is a leadership theory rooted in supportive leadership with a focus on coaching, delegating behaviours, relationship building and power-sharing within organisations (Cheong, Yammarino, Dionne, Spain &

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Tsai, 2019; Liu, 2015). The SET supports this study because it helps explain the creation of work relationships that promote innovativeness (Chen, 2016). Thus, interactions between leaders and subordinates in the hospitality industry require reciprocation based on costs and rewards. Hence, as hospitality leaders exhibit transformational leadership and motivate workers, the reciprocal effects become positive employee-related outcomes like innovative work behaviour, self-efficacy, work engagement and individual absorptive capacity.

The ELT suits this study as it can be used to explain transformational leadership and how it influences innovative processes within organisations (Cheong et al., 2019; Zhang & Gheibi, 2015). In connection with the research, when leaders exhibit transformational leadership by inspiring employees to work better, positive employee-related outcomes such as innovative work behaviour, self-efficacy, work engagement, and absorptive capacity are attained. For these reasons, the two theories are adopted for this research.

1.9 SUMMARY DESCRIPTION OF THE CONCEPTUAL FRAMEWORK

To investigate the research problem, the study proposed a conceptual framework (see Figure 6.1). The proposed framework explores the lack of clarity on whether significant relationships exist among the study variables. The framework first shows the direct relationships between transformational leadership style and variables, including innovative work behaviour, employee work engagement, employee self-efficacy, and organisational innovation atmosphere. Again, the framework illustrates direct relationships regarding how variables of employee work engagement, self-efficacy and organisational innovation atmosphere impact innovative work behaviour. Lastly, the framework highlights how absorptive capacity moderates the various relationships to determine additional influence. Overall, the proposed framework demonstrates the linkages and interrelationships regarding how transformational leadership style, as well as mediating and moderating factors, can promote innovative work behaviour of employees in the hospitality industry in Ghana.

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1.10 SUMMARY OF THE RESEARCH METHODOLOGY

The research followed the positivism philosophy since it sought objectivity by confirming or disconfirming hypotheses. Moreover, it adopted the deductive approach and used a cross-sectional survey design to address transformational leadership and innovative work behaviour in the hotel sector. The study population comprised all 30 star-rated hotels in the Volta Region of Ghana, and 27 employees were sampled from each hotel to arrive at the sample size of 810 respondents, who were predominantly randomly sampled.

A structured questionnaire was used as the instrument for data collection, and this comprised 7 sections. Section 1 gathered demographic data, whereas sections 2 – 7 used 6 existing structured public domain questionnaires adapted to suit the present study. These questionnaires are (a) The Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1997) to measure transformational style; (b) The Innovative Working. Behaviour Questionnaire developed by Janssen (2003); (c) The Absorptive Capacity Scale designed by Flatten et al. (2011); (d) Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al. (2002); (e) Occupational Self-efficacy Scale developed by Rigotti, Schyns & Mohr (2008); and (f) The Creative Climate Questionnaire (CCQ) developed by Ekvalls (1996). The reliability of the data was ensured via composite reliability (Cronbach's alpha values), and validity was achieved through discriminant validity to highlight how constructs were distinctively different from other constructs. Data analyses were done quantitatively using SPSS Version 27 to generate descriptive statistics, whilst SmartPLS Version 4 was used to conduct Partial Least Squares-Structural Equation Modelling (PLS-SEM) analysis to test hypotheses.

1.11 ETHICAL CONSIDERATIONS

Ethical issues were considered to ensure that the overall research methodological procedures promote integrity and conform to social research ethics. As explained

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by Clark, Foster, Sloan and Bryman (2021), the study considered the ethical issues of clearance, voluntary participation, full consent, confidentiality, privacy, maximum respect, and the appropriate use of research information without bias. First, ethical clearance was sought from the Faculty of Research and Innovation Committee of the Central University of Technology, Free State and verbal clearance from the management of hotels used in the Volta Region of Ghana to pave the way for data collection. In the actual data collection, participation in the research was completely voluntary. Also, consent was instituted as a questionnaire preamble, and respondents were free to decline participation. There was no disclosure of respondents' identities, which ensured anonymity and privacy, whereas responses were kept confidential. Furthermore, maximum respect was given to all respondents by giving them the prerogative to discontinue the data collection exercise if they feel threatened. Overall, the researcher was guided by avoiding bias, correct reporting procedures, and appropriate use of the research information.

1.12 LIMITATIONS OF THE STUDY

The research was conducted in one region of Ghana, and therefore, it becomes difficult to generalise the findings nationwide. Due to the early stages of studies on transformational leadership's influence on innovative work behaviour in the Ghanaian hospitality industry, further empirical studies are expected. Secondly, the study entirely used quantitative tools for data collection and analysis. Therefore, this fails to allow respondents to express their feelings and opinions. Thus, other data collection instruments like semi-structured interviews and open-ended questions could facilitate wide-ranging results. Lastly, the data collection process was delayed because employees in some hotels did not complete the questionnaires on time. These questionnaires were retrieved after reminders were repeatedly sent to employees through their supervisors. Despite the limitations mentioned above, these did not affect the validity of the research results.

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1.13 CHAPTER DEMARCATIONS

Chapter 1 provides the background of the research problem and outlines the aims, objectives, research questions and hypotheses. It also provides the significance and contributions of the study and a summary of theoretical/ conceptual frameworks, research methodology and limitations of the study.

Chapter 2 reviews the literature on innovative work behaviour. It conceptualises innovative work behaviour and explains its dimensions. It also analyses the determinants of innovative work behaviour and examines previous studies on the concept.

Chapter 3 critically examines the literature on transformational leadership. It discusses leadership styles and specifically conceptualises transformational leadership. It further examines factors influencing transformational leadership and previous studies on the concept.

Chapter 4 discusses the literature on the individual and organisational level mediators of innovative work behaviour. The individual level mediators examined are employee work engagement and employee self-efficacy, whereas organisation innovation atmosphere represents the organisational level mediator studied.

Chapter 5 explores the literature on the individual and organisational level moderators of innovative work behaviour. Employee and organisation absorptive capacity are analytically examined as the individual and organisational moderators, respectively.

Chapter 6 concentrates on theoretical and conceptual frameworks. The adopted theories are Social Exchange and Empowerment Leadership Theories. The chapter also describes the conceptual framework, which shows linkages and interrelationships within the various constructs of the study.

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Chapter 7 explains the study's adopted methodology. It details the philosophical stance, research design, instrument for data collection, population and sample, and fieldwork challenges.

Chapter 8 presents findings and data analysis of the empirical investigation and discusses findings compared with existing literature.

Chapter 9 offers conclusions based on research findings, recommendations to improve hospitality practices/ policies, and directions for new research.

1.14 CHAPTER SUMMARY

This chapter concentrated on providing the research problem's background and inspiring the study's needs. In an ever-changing, competitive hospitality industry, operators whose leaders are transformational and encourage their employees to innovate can position themselves better to enhance market share and profitability. Therefore, this chapter has introduced the research regarding how transformational leadership style and contextual factors can foster IWB among hotel workers. It spelt out the aims, objectives, research questions/ hypotheses, significance, and study contributions. It also gave an overview of theoretical and conceptual frameworks, adopted research methodology, ethical issues and study limitations. The chapter concluded with an arrangement of chapters for the rest of the study.

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CHAPTER 2: INNOVATIVE WORK BEHAVIOUR

2.1 INTRODUCTION

The previous chapter was the introductory part of the thesis which focused on the problem background, problem statement, research hypotheses, objectives, and the study's significance and contributions. This chapter reviews innovative work behaviour. It captures areas such as the definitions of innovative work behaviour (IWB), dimensions of IWB, determinants of IWB, benefits and chapter summary.

2.2. DEFINING INNOVATIVE WORK BEHAVIOUR

The concept of Innovative Work Behaviour (IWB), promulgated by Scott & Bruce (1994), has grown steadily in literature. Despite the extensive empirical evidence on IWB, the definition remains unclear. Research has not clearly defined the term IWB (Holman, Totterdell, Axtell, Stride, Port, Svensson & Zibarras, 2011; Kraan & van den Bossche, 2009). Even Scott and Bruce (1994), the concept's co-founders, did not explicitly describe IWB. There is no recognised definition. However, studies that provided a definition mostly relied on West and Farr's (1990) definition of innovation (Messmann & Maulder, 2012; Wijaya, 2018; Yuan & Woodman, 2010). This means West and Farr's (1990) definition of innovation is generally adopted to define IWB.

According to West and Farr (1990), innovation refers to the deliberate introduction and implementation of novel ideas, techniques, products, or processes within a role, team, or organisation, intending to greatly benefit the individual, the group, the organisation, or the larger society. Regarding IWB, Spreitzer (1995) defined it as the invention of anything new or unique. By this definition, innovative behaviour is observed as change-oriented, including developing a new product, service, concept, technique, or process. Janssen (2000) defines IWB as the deliberate generation, introduction, and implementation of novel ideas in a workplace environment, team, or corporation to optimise role performance, collective work, or organisational outcomes. However, Dorenbosch, van Engen and Verhagen (2005)

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refer to IWB as an employee's readiness to innovate on the job. This means that innovation occurs on the job by improving work practices, communication style with immediate coworkers, computer utilisation, or developing new products or services. Their definition is analogous to Carmeli, Meitar and Weisberg (2006), who defined Innovative Work Behaviour as a multiple-stage process through which an individual creates or uses existing ideas to solve emerging societal problems. Finally, Tuominen and Toivonen (2011) perceived innovation as all activities contributing to the invention that benefits an organisation. Based on the different mentioned definitions, this study defines Innovative Work Behaviour as employees' behaviour directed at creating, developing, and implementing novel ideas, methods, products, or processes to solve existing problems.

2.3. CRITIQUE OF INNOVATION WORK BEHAVIOUR

Several drawbacks are associated with the perspectives on IWB based on previous studies. The most widely referred to innovation viewpoint by West and Farr (1990) has many flaws. West and Farr (1990) described innovation as the deliberate introduction and implementation of novel ideas. The authors believed that merely conceiving a unique idea does not constitute an innovation without action. If there is a change in the business activity, it cannot be observed as an innovation. Instead, innovation must be accompanied by positive changes. Even though this perspective provides a better understanding of innovation, it cannot simply be used to define innovative work behaviour as has been employed by many authors (Messmann & Maulder, 2012; Wijaya, 2018; Yuan & Woodman, 2010).

Innovation is construed to depend on the outcome. New ideas can become innovations if they have beneficial results. Thus, adopting West and Farr's (1990) explanation of innovation as the meaning of IWB implies that IWB depends on the outcome. In this instance, an individual who commits time to create and implement a novel idea that eventually turns ineffective will not be considered innovative under this perspective. This will lead to defining behaviour based on the success of the innovation and its beneficial outcome. On the other hand, this behaviour is

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not different from someone developing a new idea that would be effective. Such a result-driven interpretation would imply a significant constraint on the IWB concept and dimensions that would obliterate its behavioural element. In order to preserve IWB as a behavioural notion, concentration must be focused on the specific goals of the behaviour rather than on its outcomes.

A direct replication of West and Farr's (1990) concept of innovation is inadequate for explaining IWB. IWB often does not encompass every stage of innovation. For instance, Scott and Bruce (1994) stated that people are assumed to partake in a combination of these behaviours at any moment. Tuominen and Toivonen (2011) provided a more recent qualitative investigation, which both affirms this argument. Furthermore, their study demonstrated that employees require additional competencies to perform the different aspects of IWB. This means that employees need different skills to be able to implement ideas rather than just create ideas. Additionally, some employees will focus entirely on one aspect of IWB, and others will be assigned to other aspects based on their requisite skills. Thus, if we adopt the precise meaning of innovation by West and Farr (1990) to IWB, the behaviour of these individuals will be overlooked as it is unrelated to just developing ideas. Even Tuominen and Toivonen's (2011) view on IWB failed to highlight those activities they cited to contribute to IWB in an organisation.

Researchers like Spreitzer (1995) argued that innovation is the conception of something entirely new or different but did not differentiate between what is different and new. The author did not refer to the goal of the novelty. The behaviour that is not concentrated on improving products or processes cannot be justified as innovative behaviour. However, Janssen's (2000) description of innovative work behaviour clarifies some of the limitations of the result-dependence perspective by West and Farr (1990). The author indicated that IWB is intended to improve the work process and performance. Janssen failed to provide more detail on the meaning of new ideas and the possible inclusion of other factors required for IWB. Other authors, like Dorenbosch, van Engen and Verhagen (2005), also failed to assess the effectiveness of staff behaviour deemed to be innovative.

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It is apparent from the discussions that the various definitions and perceptions provided by different authors have their shortcomings. Most studies have erroneously adopted the definition of innovation by West and Farr (1990) because it is a result-oriented concept. The resulting oriented focus makes it inadequate for explaining IWB since behaviour deemed to be innovative can also fail and not necessarily have a successful outcome. Aside from that, even though several authors like Dorenbosch, van Engen and Verhagen (2005), Janssen (2000), Spreitzer (1995) and Tuominen and Toivonen (2011) have tried addressing some of the shorting comings of innovation definition, such authors have failed to provide more detail on their arguments.

2.4. DIMENSIONS OF INNOVATIVE WORK BEHAVIOUR

The concept of innovative work behaviour fundamentally finds its roots in Kanter's (1988) studies. Kanter (1988) distinguishes between four different innovation steps: generating ideas, looking for support concerning the idea, idea realisation, and innovation diffusion. It follows a promulgation of the concept by the work of Scott and Bruce (1994). Scott and Bruce (1994) conceptualised innovative work behaviour from a multi-dimensional perspective in three stages: idea generation, coalition building, and implementation.

Scott and Bruce (1994) reduced the four dimensions of Innovative Work Behaviour, as suggested by Kanter, into three phases, arguing that the adoption of ideas is involved in the realisation of the idea. This means that the innovation diffusion is embedded into the idea realisation, which must be categorised under implementation. The authors also emphasised that the dimensions must consist of different activities related to each phase. Contrary to Kanter’s work, Scott and Bruce (1994) proposed in their chronological list of activities that innovation must follow a set of activities in a discontinued form instead of distinct and sequential phases. Moreover, individuals can, at all times, form part of any of these activities. The first phase includes creativity, where ideas or solutions, which may be new or adopted, are created. After creation, there is support for the idea, and people are

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attempting to build alliances to promote the idea. In the last phase, the innovative individual completes the process by operationalising the defined idea. Scott and Bruce (1994) further noted that the last stage of disseminating the model for commercialising a product is incorporated into realising ideas.

Scott and Bruce (1994) were followed by Janssen (2000), who similarly conceptualised Innovative Work Behaviour and clarified it as three behavioural tasks comprising idea generation, idea promotion, and realisation of an idea. As explained, Janssen's (2000) behavioural tasks are similar to Kanter's (1988) four-stage process. Janssen (2000) expounds that innovation starts with idea generation, primarily caused by perceived work-related difficulties, absurdities, discontinuities, and evolving trends. Afterwards, capable champions must support the idea to offer the needed support for operationalisation. The last component encompasses realisation, which consists of testing and, ultimately, the application of the idea. Janssen (2000) explains that in the instance of minor innovations, one individual may be engaged in all of these activities, whereas more multifaceted innovations generally entail area-specific expertise. Janssen (2000) supported the view that discontinuous activities often characterise the innovation processes and that people can be anticipated to be involved in any combination of these behaviours at any time, as Scott and Bruce (1994) suggested. There has been quite an extensive recognition of the development work conducted by Janssen (2000).

Kleysen and Street (2001), after extensive work, also reviewed five components of Innovative Work Behaviour as important to individual innovation, namely, opportunity exploration, generativity, information investigation, championing, and application. Opportunity exploration comprises the act of searching for or learning more about innovation prospects. This opportunity exploration includes paying attention to the environment, gathering information about possible opportunities, searching for opportunities, and identifying innovation prospects. Generativity is about the formulation of creative ideas that denote beneficial changes and solutions to problems. Nevertheless, it goes beyond just creativity and the classification of ideas, drawing relationships between ideas and ideas being put

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together in novel ways. Information study is concerned with experimentation, hence giving form to specific innovations and trying out new ideas. Information investigation involves the accurate formulation of the concept, piloting it, and assessing the outcome. Championing includes the socio-political component of innovation. To organise the required resources and implement the idea or solution, influencing and encouragement are needed, as change usually consists of challenging old ways and risk-taking. Application forms the last and top component of innovation behaviour and means the adoption of the innovation. The application comprises the operationalisation of the solution, reorganising or adjusting present systems, and, in the end, a broad-based acceptance of the new direction. Kleysen and Street (2001) suggested a model where there is a link between each element based on their confidence in their data sources.

De Jong and Den Hartog (2010) built on Kleysen and Street's (2001) work by stating that, theoretically, much work has been conducted to differentiate between various dimensions and different phases of the innovation process. The authors then presented the four-phase scheme of Innovative Work Behaviour, concentrating on idea exploration, generation, championing, and implementation. Idea exploration could be understood as the first step in the innovative process. An individual recognises a problem or opportunity with the urge to overcome the problem or utilise the opportunity. This step recognises problems or opportunities often associated with constant environmental transformation and may consist of issues related to contemporary products, services, or processes (De Jong & Den Hartog, 2010). Idea generation is the next suggested element of Innovative Working Behaviour by De Jong and Den Hartog (2010). It relates to the idea of solving known problems or making use of opportunities. It often involves combining and reorganising information and concepts in different ways, rearranging already existing pieces to create a new whole (De Jong & Hartog 2010).

Idea championing is an essential component of innovation. There is a need to promote most ideas because of the resistance caused by the requirement to change existing ways. Often, idea championing involves individuals finding support for creative ideas through their informal roles and building alliances within the organisation. Idea implementation follows after obtaining enough support and

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enthusiasm for the idea, implying operationalising the idea, requiring sufficient effort into rolling out the idea, and being results-oriented. It could include creating a culture of innovation and organisational learning. However, De Jong and Den Hartog (2010) are mindful of the modelling of Innovative Working Behaviour as a multi-dimensional construct. Therefore, they also tested two hypotheses in presenting their measure of Innovative Working Behaviour. De Jong and Den Hartog (2010) further claimed that the four components contribute to the general construct (Innovative Working Behaviour) but are different dimensions of Innovative Working Behaviour.

This operationalisation clearly distinguishes between the distinct steps, posing three separate activities without any overlap between them. The following section presents the three main dimensions of innovative work behaviour: idea generation, idea promotion, and idea realisation.

2.4.1 Idea generation

The beginning of an individual innovation process is often concerned with the discovery of an opportunity or some problem arising, and the trigger may be a chance to improve a condition or a threat which requires an immediate response (De Spiegelaere, Van Gyes, De Witte, Niesen, & Van Hootegem, 2014). Examples of opportunity sources include failures or events, gaps between ‘what is’ and ‘what should be’, changes in industrial or market structures and trends, and new knowledge or process needs in reaction to identified problems or failures (Gama, Frishammar & Parida, 2018). Idea exploration and generation include looking for ways to improve current products or processes or solving problems by trying to think about them in alternative ways and combining or reorganising information and existing concepts (Kmieciak, 2021). This is referred to by Mertens, Bazeley, Bowleg, Fielding, Maxwell, Molina-Azorín and Niglas (2016) as kaleidoscopic thinking, which is rearranging existing pieces into a new one. An example of such idea generation was the revolutionary idea of firefighters using hoses rather than buckets to transport water to fires. This is largely claimed to arise from the need to

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improve the slow, labour-intensive, and relatively unsuccessful process of people passing buckets of water and new technologies regarding water hoses, fire plugs, and fast transportation of water.

Idea generation as a dimension of the innovative work behaviour of employees in the hospitality industry could emanate from employees' ability to rethink new ways of improving their services to customers. Thus, based on employee experiences with customers daily, employees are in the best position to discover new and better ways of serving customers in the quest to exceed their expectations when it comes to service delivery since the hospitality industry in Ghana is very competitive. However, the researcher emphasises that employees could only be in the position to generate new and better ideas regarding improving customer service and experience when the hospitality firm has a work environment that supports innovation, such that the ability of employees to become innovative is an integral aspect of the hospitality firm’s policy and operations.

2.4.2 Idea promotion

Another form of the IWB dimension is idea promotion. Whenever a new idea is conceived, it must be promoted and championed because it generally necessitates a shift in the established ways of conducting business, which can be difficult to accept and implement (Bos-Nehles, Bondarouk & Nijenhuis, 2016). This frequently entails the formation of a strong coalition, the mobilisation of resources (Hanif & Bukhari, 2015), the involvement of the appropriate people (Nijenhuis, 2015), and the acceptance of risks (Hon & Lui, 2016). As for most ideas, it is not clear whether their benefits will exceed the cost of developing and implementing them. About the hospitality industry in Ghana, the researcher believes that hospitality firms should ensure that they create platforms for employees who generate ideas to be supported regarding idea promotion. Thus, the organisation should allow employees to impact and change the status quo after management carefully scrutinises their ideas.

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Unlike other industries, hospitality is concerned with leisure and customer satisfaction services. The industry is characterised by high competition, which requires innovation to compete with competitors. For instance, customers used to be able to pick up the phone and call a hotel's reservations centre or use their local travel agency to book a room. Today, online distribution systems like Expedia, Travelocity, and Kayak are powerful intermediaries that have all but replaced traditional consumer travel agencies. Customers may also choose among many alternatives to hotels for lodging, including Airbnb, HomeAway, FlipKey, and Vrbo. This has brought intense competition in the industry, as many new service providers have joined the industry to compete with traditional firms. On the other hand, services are highly variable in the hospitality industry. For instance, the same room or food gives a different level of satisfaction to different customers at different times so that the guests can have different experiences. The same guest receives different feelings at different times. The quality of service does not only depend upon what we serve but also depends on how we serve. It also depends upon how the customer receives it. Thus, when the right atmosphere is created for employees to impact the organisation through idea promotion, it will have rippling effects on other employees to become innovative, as the organisation provides immense support for innovative behaviour among employees of hospitality firms.

2.4.3 Idea realisation

Implementing new ideas involves activities such as producing a prototype or model of the new product, technology, process or way of doing things and implementing it while adopting a result-oriented attitude (Gkontelos, Vaiopoulou, & Stamovlasis, 2022; Janssen, 2005). It also involves testing and modifying the prototype when needed and routinising a new way of doing things to make the innovation part of the regular work processes of workgroups or entire organisations (De Jong & Den Hartog, 2010). Thus, the concluding step of the IWB process is concerned with the actual production, testing, and implementation of the innovative effort.

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Relating idea realisation to the Ghanaian hospitality industry, the researcher opines that hospitality firms can benefit from the innovative behaviour of their employees when they have put in place the right structures that allow new ideas and innovations to be tested and implemented to improve the current ways of doing things. For example, using a corporate bonus plan for innovation encouraged staff members to share their transformative ideas and have a hand in implementing them to influence workplace culture (Mascareno, Rietzschel & Wisse, 2021). In another instance, a flexible structure that allows employees to bend slightly on hotel standardisation allows staff to create personalised and unique experiences through trial-and-error testing (McFee, 2021).

This indicates that, for instance, in the area of customer service quality, hospitality firms that create structures that allow the opportunity for employees to come up with new ideas and innovations as to how the needs of customers can be better served and stand the chance of gaining competitive advantage, compared to hospitality firms that have not created such innovative behaviour structures in their firms. In conclusion, therefore, idea realisation within the context of hospitality firms is essential for the achievement of competitive advantage as technological advancement continues to bring about changes in the demands of customers in the hospitality industry.

The above section shows the different steps regarding innovative work behaviour, which include generating ideas, idea promotion, and idea realisation. Generating ideas means creating or discovering a new concept to solve an existing problem. However, this requires the right environment to motivate or trigger such behaviour. Moreover, when a new idea is conceived, it needs to be championed or promoted because it means that there is a likelihood of changing the old ways of business processes and adjusting to a difficult new work process. The last dimension is the idea realisation, which is the implementation of the idea. This requires adopting different attitudes and producing a model of the new product, technology, or process. The next section will discuss the determinants of innovative work behaviour.

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2.5 DETERMINANTS OF INNOVATIVE WORK BEHAVIOUR

2.5.1 Individual factors

Self-efficacy is about one's initial decision to engage in innovative work behaviour, persistence and effort when confronted with problems, and ability to make the most of available resources (Dorner, 2012). A person's conviction in his or her ability to achieve specified levels of performance and exert control over events that occur in their life is referred to as self-efficacy (Keskin, 2020). IWB is more prevalent among employees who have a high sense of self-efficacy since they are confident in their ability to develop ideas and put those ideas to use in the workplace (Jiang & Gu, 2017). They would then put in extra effort to seek support for new ideas, create prototypes and devote time to creative cognitive processes in problem recognition and solutions. Furthermore, employees who have a high sense of self-efficacy believe that they are capable of and better equipped to deal with the obstacles that arise throughout innovation processes (Richter, van Knippenberg, Hirst & Baer, 2012; Shipton et al., 2017).

According to a study conducted by Dorner (2012), employees who have self-efficacy are more confident when participating in various innovation activities and as a result, they are more likely to display innovative work behaviour. Workers with low self-efficacy, on the other hand, believe that innovative work behaviour is beyond their capabilities and hence avoid engaging in such behaviours (Dorner, 2012). The research by Manasseh (2015) suggests that self-efficacy does not always relate to performance. Furthermore, increasing self-efficacy at work can result in stress and overconfidence (Lunenburg, 2011). Furthermore, only a small number of studies investigated the direct impact of self-efficacy on the performance of employees, even though self-efficacy has been identified as a critical predictor of performance and varies across different contexts (Cherian & Jacob, 2013).

Proactive personality, which refers to an individual's proclivity to take action that affects their environment, is identified as another aspect of personality traits that can effectively predict innovative work behaviour (Kadar, Sandi, Eliyana, Kurniasari

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& Kurniasari, 2019). Proactive people are argued to be more likely to engage in extra-role behaviour. As innovation by individuals can be considered as extra-role behaviour, employees who display more proactive behaviour are expected to perform more innovative behaviours (Keller, 2012). Employee proactive behaviour refers to pioneering behaviours, such as taking the initiative to discover opportunities and attempting to innovate and lead. A person who exhibits proactive conduct will frequently come up with fresh ideas and will be motivated to implement those ideas.

Even though only limited research has been conducted specifically on the effects of proactive personality on emotional states in the workplace, studies have revealed that proactive personality has a robust effect on affective outcomes. Individuals who are proactive in their work environment are more likely to actively seek out new opportunities that can lead to innovation and creativity in their work products (Buil, Martínez & Matute, 2019). For example, it has been established that proactive individuals have lower levels of negative work emotions (such as emotional exhaustion, depersonalisation, and a sense of low personal accomplishment) as well as higher levels of positive work emotions (such as optimism and hopefulness, as well as satisfaction and engagement) in the workplace when compared to those who have less proactive behaviour (Coun, Peters, Blomme & Schaveling, 2021). Individuals who take the initiative have also been proven to be adept at managing their emotions, particularly when it comes to controlling negative emotions (Caniëls, Semeijn & Renders, 2018). Furthermore, Sancho-Zamora, Peña-García, Gutiérrez-Broncano and Hernández-Perlines (2021) assert that proactive people are more likely to update their knowledge as well as to identify and implement innovative work methods. It is therefore observed that proactive behaviour is an action that requires taking the initiative to make decisions that will result in better conditions and an adaptation to the current situation to change it.

Furthermore, employee absorptive capacity is an individual determinant of innovative work behaviour. Enkel, Heil, Hengstler and Wirth (2017) define absorptive capacity as the capability to value, assimilate, and apply knowledge

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from external sources. However, during the process of developing the absorptive capacity construct, individual cognitive structures and knowledge acquisition capabilities are applied, mainly referring to a part of the organisational learning process in an organisation. Enkel et al. (2017) also claimed that the absorptive capacity of a firm is derived from individual absorptive capacity because the organisation will never learn, but individuals will. Even though organisational absorptive capacity is not cumulative of individual absorptive capacity in a firm, individual absorptive capacity still plays a dominant role in the overall firm's absorptive capacity (Enkel et al., 2017). Rezaei-Zadeh and Darwish (2016) stressed that the organisation's absorptive capacity always relies on the individual absorptive capacity of its employees. Past literature has established that an individual's absorptive capacity is correlated with innovative work behaviour. Empirical evidence provided by researchers such as (Gao, Xu & Yang, 2008; Gilsing & Oordc, 2007; Marchiori & Franco, 2020; Nooteboom, Haverbeke, Duysters, Murovec & Prodan, 2009) has shown that significant positive relationships exist between individual absorptive capacity and innovative work behaviour.

Work engagement among employees has a major impact on their innovative work behaviour. Employee work engagement refers to a good, rewarding, work-related mindset characterised by vitality and devotion (Bakker & Demerouti, 2008). It is the promotion and implementation of new ideas in a job role (Macey, & Schneider, 2008). Recently published research on job engagement in the hospitality industry demonstrates that when employees are involved in decision-making, they develop a positive attitude about their jobs. This means that those individuals who are deeply invested in their profession can excel. Engaged personnel are physically, intellectually, and emotionally involved in their roles, indicating a healthy organisation (Kuok & Taormina, 2017). Additionally, work engagement has two different effects: one that promotes innovative work behaviour and one that has a positive attitude regarding job opportunities that lead to the vocation of service (Slåtten & Mehmetoglu, 2011a). Schneider, Yost, Kropp, Kind and Lam (2018) claimed that engaged employees are enthusiastic about their work, willing to be creative, and more inclined to act innovatively. These show that employees'

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innovative activities and conduct in the workplace can improve to a very extent when they become engaged and immersed in their jobs.

Psychological capital has been shown to significantly impact the ability to think creatively in the workplace. According to Jafri (2012), psychological capital entails an individual's positive psychological development state that is marked by hope, optimism, and resiliency. Hope can also be defined as a positive energy that promotes individuals' motivation, progress toward goals, and compatibility with others (Paloș, Samfira, Vîrgă, & Purić, 2023). As a result, people who have high hopes have a strong belief that they will be able to devise some means of obtaining the things they desire, which equips them with the ability to devise alternative means of achieving their goals in case the initial means of obtaining the things they desire are blocked (Hu et al., 2023). Additionally, optimism refers to an emotional and cognitive preparation for the fact that good things are likely to happen (Paloș et al., 2023). It is dependent on how a person perceives and forecasts the results of daily life occurrences that one can be considered optimistic (Gibson & Hicks, 2018). When undesirable occurrences occur, optimists ascribe them to external (it is not my responsibility), inconstant (it only occurred once), and specific (only for this particular instance) factors; when unfavourable events occur, pessimists attribute them to internal, constant, and global elements (Jafri, 2012).

Researchers have also defined resistant behaviour as a mechanism or energy that strengthens a person's patience in the face of challenging situations and anxiety (Furxhi, 2021). According to Larson and Luthans (2006), resilience is a type of growing state that enables individuals to keep on trying and doing their best when they are faced with failures, calamities, life paradoxes, and even positive events, progress, or increased responsibility. In another study, Luthans and Avey (2011) also pointed out that the resilience or optimism required for creativity and innovation could be obtained through exercise and healthy eating habits. As a result, determining an individual's psychological capital is considered to be a crucial element in the process of promoting innovation (Hu et al., 2023). Employee inventive behaviour is also predicted by psychological capital, which is measured by job embeddedness.

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Coetzer, Inma, Poisat, Redmond and Standing (2018) describe job embeddedness as a reflection of the relationship between employees and organisations, primarily concerned with collecting many aspects that prevent people from leaving the organisation. Individuals with high levels of embeddedness in their organisations have a closer relationship with their surroundings, including their colleagues, and the environment in which they work is more matched and adapted. If employees leave their current working environment, they will face greater sacrifices (Luthans & Youssef, 2007). Psychological capital not only provides an intrinsic incentive for employees in the sense that individuals with high psychological capital can better resist work stress and it is less likely to cause emotional exhaustion, but it also provides an opportunity for incentive gains and improves individual motivation, as previously stated (Gibson & Hicks, 2018). Employees that are psychologically empowered enjoy their work and see it as meaningful and challenging. Thus, a psychologically empowered individual exhibits creative actions by balancing personal and organisational objectives (Jha, 2014). When employees believe they have personal decision-making control, the ability to influence others, freedom, flexibility, a sense of purpose in their work, and motivation to achieve an envisioned appealing future, they are more likely to engage in creative initiatives to improve IWB.

Another factor that has been identified as having an impact on innovative work behaviour is social capital (Heliawaty, Ali, Salman, Jamil, Fudjaja, Busthanul & Darwis, 2020). When it comes to understanding the concept of social capital, there are two schools of thought: social capital as a common resource and social capital as a variety of ways of interacting. In the first sense, social capital is a personal characteristic. In the second interpretation, social capital is viewed as a characteristic of society that describes the many ways in which its members interact with one another. Social capital is viewed as a tool within the social structure that creates an element that influences human interaction to keep the social structure functional (Setiawan et al., 2021). The social capital indicator encompasses three dimensions: 1) cognitive (commitment to achieving organisational goals and running the organisation completely); 2) relational (work

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seriously and teamwork spirit); and 3) structural (for instance, considering information and ideas in executing work tasks). Therefore, these must be present to ensure the development of social capital.

The assessment of individual factors implies that for employees to exhibit innovative work behaviours, they have to endeavour to develop these identified traits and show commitment so they can innovate to support organisational goals and objectives. Moreover, the organisation must contribute by creating a conducive setting for employees to nurture these attributes. Overall, the success of the organisation is likely to generate positive outcomes for the workers.

2.5.2 Organisational factors

The organisational climate can favour creativity and innovation (Mutonyi, Slåtten & Lien, 2020; Tao & Kang, 2012). To make sense of their surroundings, members of an organisation adopt a shared set of beliefs and psychological meanings. It also portrays the perception of the work situation, the organisation's characteristics, and the nature of the employee's relationship with other people on the job (Tao & Kang, 2012). A more precise definition of climate includes perceptions about organisational rules, practices, and procedures that are shared by all in the organisation. Innovative behaviour appears to be positively affected by aspects of the organisational climate, such as autonomy and freedom, as well as the introduction of knowledge and information (Sethibe & Steyn, 2018). As a result, people who work in an environment where freedom and employer support are believed to exist are more likely to be creative and innovative (Tao & Kang, 2012).

A positive organisational climate is more likely to result in better levels of motivation and employee engagement, leading to improved organisational performance. Research conducted by You, Hu, Li, Wang and Xu (2022) confirmed that an organisational climate for innovation can translate to innovative work behaviour among employees. Despite the lack of empirical data in the existing research, there are grounds to expect a beneficial association between organisational climate and

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IWB. They will have a higher command over their tasks to promote innovative behaviour. Individuals who function in an environment believed to be independent will do so very effectively.

Organisational innovation and creativity can be fostered through the use of human resources (HR) practices to enhance employee talents (Andreeva et al., 2017). Training and Development and Employee Motivation are the primary concepts of HR that promote IWB. In the workplace, these activities are positively associated with innovative behaviour. In addition to improving employees' knowledge and abilities, employee training also improves their motivation, attitude, and performance (Tao & Kang, 2012). The level of employees' innovative work behaviour (IWB) is significantly correlated with the level of training designed to increase creativity. Training and development are essential for employees to develop their organisational and personal abilities, knowledge, skills, and organisational and personal talents and knowledge (De Spiegelaere et al., 2014; Sethibe & Steyn, 2018). Therefore, The HR practice can lead to capacity building and development, and when the employees' abilities develop, they become skilled and prepared to try innovative feats.

Generally, whether an individual employee adopts a positive IWB will be influenced by the organisation's High-performance work system (HPWS), which is generally considered to be a human resource management (HRM) system that includes selective recruitment, high-level training and development, competitive compensation and benefits, and extensive participation and information sharing (Jiang, Lepak, Han, Hong, Kim & Winkler, 2012). Many scholars use the micro perspective to understand better the mechanisms influencing this relationship (Kehoe & Wright, 2013). For example, incentive compensation can make innovative behaviour generate an obligation to promote innovation (Jiang et al., 2012). Employees' confidence and emotions will be improved through empowerment, and they will be more willing to implement new ideas (Singh & Sarkar, 2012). Jiang et al. (2012) found that different goal dimensions of HPWS can have different impacts on employee and organisational outcomes. In this

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context, HRM is critical for employees to be able to influence attitudes and behaviours, as has already been proven (Kehoe & Wright, 2013).

Organisational structures are described as containing a variety of components, the three most important of which are centralisation, formalisation, and integration (Ahmady, Mehrpour & Nikooravesh, 2016). Centralisation is defined as the degree to which organisational decision-making authority is centralised at the top levels (Bakonyi, 2018). Thus, centralisation promotes hierarchical organisational structures by centralising decision-making rather than delegating authority to lower-level employees (Away, Simamora, Nadeak, Nugraha, Prasetia & Hendriarto, 2021). It has been demonstrated that the more members of an organisation participate in decision-making processes, the more diverse the ideas and perspectives that emerge (Rangus & Slavec, 2017). Additionally, in centralised systems, management frequently overlooks the cognitive resources of human capital, which results in the exclusion of diverse and creative ideas from decision-making processes (Away et al., 2021).

Moreover, in highly centralised firms, lower-level employees have limited authority (Chen & Huang, 2007). Decentralised arrangements allow for greater autonomy and idea exchange inside organisations, allowing people more discretion and enhancing their ability to be more likely to generate new ideas and be more imaginative (Rangus & Slavec, 2017). Similarly, De Spiegelaere et al. (2014) revealed that autonomy motivated employees to generate ideas and apply knowledge. As a result, the researchers believe that individuals who are excluded from decision-making processes and have low levels of autonomy may feel powerless to change their work surroundings and, as a result, become hesitant to contribute innovative ideas and suggestions. Additionally, centralisation reduces the quantity and quality of knowledge and ideas retrieved for problem-solving by tightening communication channels (Bakonyi, 2018). However, Away et al. (2021) believe that centralisation of power can hinder innovation and organisational performance, whereas decentralised structures can foster creativity. Moreover, the researchers added that centralisation discourages the free exchange of thoughts and ideas and can discourage innovative solutions. This indicates the

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concentration of power after knowledge sharing, affecting employees' ability to innovate and try new things (Away et al., 2021).

Studies have demonstrated that inclusive leadership affects innovative work behaviour (Bligh, Kohles & Yan, 2018). Inclusive leadership describes leaders who are always seen, approachable and available to interact with followers (Carmeli, Reiter-Palmon & Ziv, 2010). Moreover, inclusive leaders invite and value others' views, demonstrate a desire to collaborate through their words and actions, and have a greater chance of success (Chen & Cheng, 2021). Inclusive leaders include employees in decision-making by direct invitation and collaboration, in which leaders and employees partner to develop mutually beneficial goals based on a high level of trust (Carmeli et al., 2010; Ye, Wang & Guo, 2019). Inclusive leaders place a high premium on inclusion because it enables all employees to share ideas, and included people are more motivated to collaborate, express their thoughts, and go the extra mile (Sürücü, Maslakçi & Şeşen, 2023).

Additionally, inclusive leaders assume full responsibility for whatever errors they make (Fang, Chen, Wang & Chen, 2019). This is crucial in the context of innovative work behaviour, in which employees are encouraged to discuss and promote new ideas and implement those deemed useful. Employees who receive praise for their ideas demonstrate greater IWB (Afsar, Badir, Saeed & Hafeez, 2017). Inclusive leadership promotes employee IWB in several ways. To begin, inclusive leaders promote openness and encourage open communication among their personnel. As a result of earning their superiors' trust, employees have a reduced fear of disciplinary action if they fail to provide the necessary results (Fang et al., 2019). Furthermore, inclusive leadership encourages employees to approach their supervisors for assistance when new issues develop (Carmeli et al., 2010). As a result, staff are motivated to confront problems and devise novel solutions. Finally, inclusive leaders make a point of remaining accessible to employees who face new challenges.

Consequently, employees can overcome new challenges in the context of innovation with the assistance of inclusive leaders who are willing to collaborate.

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Existing literature demonstrates a link between inclusive leadership and IWB. Choi, Tran & Kang (2017) investigated the relationship between innovative leadership and innovative behaviour using a sample of 207 employees in the telecommunications sector in Vietnam, with the mediating role of person-job fit and discovered a significant positive relationship between inclusive leadership and IWB. Likewise, recent research conducted by Zhu, Xu & Zhang (2020) established a positive relationship between inclusive leadership and IWB. Other further studies demonstrate that inclusive leadership has a positive effect on innovative behaviour, including creativity, which is the process through which new ideas are generated and is the first step in the IWB process (Fang et al., 2019; Sürücü, Maslakçi & Şeşen, 2023).

Additionally, transformational leadership affects innovative work behaviour. Transformational leadership is defined as the process through which leaders serve as aspirational role models, encourage and stimulate new work habits, inspire followers, and guide them in accomplishing the organisation's common objectives and strategy (Nashon & Njoroge, 2019; Tamer, Qais, Mujeeb & Valliappan, 2020). Individualised attention and support that transformational leaders provide to their followers' wants and desires may help them exert a greater influence on their followers' creativity and engagement. By continuously challenging and questioning followers' beliefs and thinking, these leaders foster intellectual thinking in their followers, motivating them to engage in the conception and execution of ideas. These leaders can relate the organisational vision to individual aspirations, increasing the inspirational motivation of their followers (Nashon & Njoroge, 2019). Researchers like Kee, Rahman and Tan (2020), Koziol-Nadolna (2020) and Li et al. (2020) have established that transformational leadership fosters employees' innovative results. As a result, transformational leaders are required to inspire individual employees by linking their future to the firm's future and to motivate people to adopt creative work practices by fostering a strong sense of shared vision and connection with the organisation.

The review of organisational factors indicated that organisational climate, organisational structures, HRM and transformational leadership are important

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workplace factors supporting innovative work behaviour. It is important to state that although this is not a panacea, organisations that create the right atmosphere, decentralise decision-making, offer incentives and improved remuneration, and apply the transformational leadership style are better positioned to witness innovative displays from their employees.

2.6. IMPORTANCE/ BENEFITS OF INNOVATIVE WORK BEHAVIOUR

There are critiques of the study of innovative work behaviour, as pointed out earlier, but there are many benefits of the concept of IWB to organisations and the hospitality industry in Ghana. Today's world economy is so innovation-driven that it has become axiomatic that innovation is the single most important factor to business success. It is, therefore, not surprising that researchers have focused on organisational innovation. The literature on the service industry indicates that the industry has experienced continual transformation under the pressure of global competition driven by social and economic forces, the fast pace of information technology, the growing popularity of new destinations in emerging economies, and customers' rising expectations of service offerings (Law, Leung & Cheung, 2012; Molina-Azorín et al., 2015). Innovative work behaviour in the hospitality industry contributes to hotels' financial performance (Moghimi, 2016; Anwar, 2018), improves sales performance (Abdullah, 2019), enhances customer loyalty and satisfaction (Muhtadi, Hilmi, Supriyatna, Widianto & Abdulah, 2013) and sustains hotels' competitive advantage (Fraj, Matute & Melero, 2015; Martin-Rios & Ciobanu, 2019).

Other research has also shown the importance of IWB contributing directly or indirectly to employee performance and consequent financial performance. Nasir, Halimatussakdiah, Suryani, Zuhra, Armia and Mahdani (2018) examined how intrinsic motivation and innovative work behaviour could affect financial performance. The results of the SEM analysis indicate that financial performance is affected by intrinsic motivation and innovative work behaviour. Innovative work behaviour partially mediates the effect of intrinsic motivation on financial performance. In this regard, employees' adoption of innovative work behaviour

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could play an integral role in enhancing the organisational performance of hospitality firms. Likewise, firms experience improvement in sales growth resulting from innovative work behaviour. Abdullah (2019) used multilevel data where creative self-efficacy and innovative work behaviour were self-assessed by 186 employees. Creative self-efficacy was a significant predictor of both innovative work behaviour and sales performance.

Studies have shown a positive relationship between innovative work behaviour and customer relations (Chan & Amran, 2014; Muhtadi et al., 2013). For instance, Muhtadi et al. (2013) discovered that organisational culture in a hospital pharmacy positively influences innovative behaviour and individual performance, enhancing client satisfaction through their engagement with the organisation. Additionally, Chan and Amran (2014) examined how employees use innovative work behaviour to achieve competitive advantage. Their analysis revealed a tendency for employees employed in a cross-functional capacity and dealing with market or customer-related environments to promote high customer satisfaction.

Innovative Work Behaviour is also observed to have a positive and significant effect on competitive advantage. Through the use of the Partial Least Square Method, Harlianto and Rudi (2018) discovered that employee innovative work behaviours have a significant effect on competitive advantage. It could be rightly deduced that organisations that promote and support employees' innovative work behaviour are able to gain a competitive advantage in market share. This indicates that employee innovative work behaviour has positive implications for organisations, such as firms being able to develop better business platforms for customers. These benefits have implications for the Ghanaian hospitality industry, where there is intense competition among hospitality firms.

Innovative work behaviour has, therefore, been discovered to positively influence both employees and organisations. The employee becomes assertive, creative, and ambitious, whereas the organisation increases sales, profits, and competitive positioning. In light of this, organisations can strengthen structures to encourage

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employees to innovate, whereas employees can show dedication and determination to try innovative things in handling workplace tasks.

2.7. EMPIRICAL WORKS ON INNOVATIVE WORK BEHAVIOUR IN GHANA

Opoku, Choi and Kang (2019) examined the role of servant leadership as an antecedent to innovation. Drawing on the social identity model, this study examines the effect of servant leadership, team-member exchange (TMX) and perceived insider status on employee innovative behaviour. Primary data were collected from six manufacturing companies in Ghana. Using a sample of 213 employees and their immediate supervisors, a confirmatory factor analysis was conducted to test the discriminant validity of the interaction effects, followed by bootstrapping tests to identify mediation and moderated mediation effects. The results showed that servant leadership and TMX are significantly related to perceived insider status. The bootstrapping indirect and Sobel tests demonstrated that perceived insider status mediates the relationship between servant leadership and innovative work behaviour. Moreover, the mediated relationship is only significant when TMX is low. This study empirically validated servant leadership as an antecedent to employee innovative behaviour. The findings demonstrated that perceived insider status is a mediating mechanism in this relationship, with TMX as its boundary condition.

Amankwah, Gyensare and Sosomrith (2019) conducted a study to examine simultaneously multiple mediating mechanisms through which transformational leadership affects innovative work behaviour (IWB). Specifically, the authors tested job autonomy, affective commitment and supportive management as the three mediating paths through which transformational leadership predicts innovative work behaviour. Data was collected from 358 employees working in large retail banks in Accra, the capital of Ghana. A partial least squares structural equation modelling technique was used to estimate the measurement and structural models. Job autonomy and supportive management rather than affective commitment mediated the relationship between transformational leadership and IWB. In addition, transformational leadership positively relates to job autonomy, affective commitment, supportive management and IWB.

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From the empirical studies on innovative work behaviour, the researcher argues that although the studies are current and have provided interesting results that are essential to the current study, a contextual gap exists. This is because none of the studies were conducted in the hospitality industry but in the manufacturing sector (Opoku, Choi & Kang, 2019) and the banking sector in Ghana (Amankwah, Gyensare & Sosomrith, 2019). In this regard, conducting a study on innovative work behaviour in the Ghanaian hospitality industry adds to the empirical results that will enhance previous studies on innovative work behaviour.

2.8. CHAPTER SUMMARY

The chapter started by defining innovative work behaviour from the different perspectives of authors. It was discovered that IWB involves creating, developing, and implementing novel ideas, methods or processes to address existing problems. Afterwards, the study showed critiques of innovative work behaviour. The prominent critiques involve the drawbacks associated with innovation, particularly the widely referred innovation viewpoint by West and Farr (1990). Different literature has also been conducted on the dimensions of innovative work behaviour. It was clear that the dimensions differed for each author. For instance, as Kanter (1988) proposed four different innovation stages, other studies like Scott and Bruce (1994) and Janssen (2000) mentioned three dimensions, while Kleysen and Street (2001) revealed five dimensions. The chapter also looked at the determinants of innovative work behaviour with specific emphasis on individual factors and organisational factors. Conclusively, the importance of innovative work behaviour was highlighted in the study. The literature has demonstrated that innovative work behaviours are important for translating the engaging energies of employees into better performance for organisational innovation and success.

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CHAPTER 3: TRANSFORMATIONAL LEADERSHIP

3.1 INTRODUCTION

The previous chapter focused on innovative work behaviour, showing that innovative work behaviour is a significant factor that translates the inner talents of employees into innovativeness and organisational success. It further revealed a significant positive relationship between transformational leadership and innovative work behaviour. This chapter focuses on transformational leadership with an emphasis on leadership, an overview of leadership styles and theories, and the usefulness of transformational leadership.

3.2 DEFINING LEADERSHIP

To understand the meaning of leadership, it is important to consider how individuals impact others (von Stamm, 2018). For example, an individual may be extroverted and dominating, with absolute power. This means that extrovert leaders are persons who enjoy being in the company of others. They have a keen demand for social interaction and conversation. Leaders who are extroverts are usually regarded as more gregarious, assertive, and outspoken. Also, since extrovert leaders appreciate the companionship of others, they have a greater ability to adapt to diverse social situations and are skilled at persuading, which is vital leadership ability. Thus, a leader is defined as a person who serves as the focal point for collective transformation (Chin, 2015; Hamad, 2015). Because the leader is at the heart of group change, he or she represents the group's will.

Prachi (2021) defines leadership as the process through which administrative staff may direct, lead, and control the attitudes as well as actions of others to accomplish certain goals under particular conditions. It is within the managers' capacity to inspire confidence and zeal in their employees. This means leadership is about the capacity to influence others' conduct so that they work in relation to the standards and directions of the leader.

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Furthermore, it facilitates a group's capacity to accomplish tasks (Howell, 2012). This implies guiding team members and building their skills toward achieving a goal. Leaders must create a coherent vision and encourage their organisation's people to work toward achieving that goal. Therefore, leaders must be able to encourage people to work energetically toward a common defined goal. Human interaction is what binds a society together and encourages it to progress. As a result, Chin (2015) asserts that leadership encapsulates the fundamental characteristics of strength and readiness to inspire others.

According to Yukl (2012), effective leadership is based on unique and acquired ideas that are properly conveyed to others in order for them to engage completely and behave in the manner desired by the leader. This meaning is aligned with the definitions of Howell (2012) and Prachi (2021). Thus, leaders inspire and influence their followers' conduct and behaviours. Importantly, leaders must be likeable enough that people will obey their commands and possess critical-thinking abilities to determine the most efficient use of the organisation's resources.

Some researchers have different opinions about referring to leaders as managers, as Prachi (2021) described. Von Stamm (2018) indicated that although the concepts of ‘leadership’ and ‘management’ are sometimes used interchangeably, they are not synonymous. Beyond managerial tasks, leadership must exist. The distinction can be explained as follows: first, while both managers and leaders must oversee the resources at hand, genuine leadership has additional responsibilities (Ladkin, 2011). Managers, for example, may or may not be regarded as inspirational by those who report to them, but leaders must motivate those who report to them. Another distinction between managers and leaders is that leaders place a premium on innovation (Ahlquist & Levi, 2011). Leaders expect their followers to achieve ingenious and extraordinary feats that place the organisation in the right position and fulfil employees’ needs. In contrast, managers are only interested in meeting targets.

Moreover, managers strive to encourage their staff to accomplish goals while following corporate policies, whereas leaders may be more interested in creating

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and attaining ambitious goals, even at the cost of the firm's current structure. When an employee comes up with a novel solution to a problem, the boss is likely to urge him to pursue it. Thirdly, managers are more inclined to maintain the present structure if they operate inside it. They may report to superiors, limiting their ability to violate regulations to pursue great aims. On the other hand, leaders are often self-sufficient (Bouilloud, Ghislain & Guillaume, 2019). This enables individuals to accept more disorder if they feel the ultimate result will be worth it. However, leaders' investment in innovation does not always come cheap. Interpersonal conflicts can arise in a chaotic and high-pressure work setting (Saleem, Zhang, Gopinath & Adeel 2020). When such issues emerge, the manager is more likely to view resolving employee conflicts as his responsibility. Leaders might occasionally get so focused on attaining high objectives that they overlook interpersonal difficulties and employee benefits. Thus, leadership is both a scholarly field and a practical talent encompassing an individual's, group's, or organisation's capacity to lead, influence, or direct other individuals, teams, or entire organisations (Western, 2019).

From the above discussion, the operational definition of leadership that guides this study is that it is a process of directing, encouraging and influencing other individuals to work toward a common goal. The next section takes a critical look at the leadership styles and theories that provide conceptual context and a prelude towards understanding transformational leadership, which is the central theme of this chapter.

3.3 OVERVIEW OF LEADERSHIP STYLES AND LEADERSHIP THEORIES

The following sub-sections provide an overview of leadership styles and leadership theories.

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3.3.1 Overview of leadership styles

A leader's style is how he or she provides guidance, implements plans, and motivates others. Numerous scholars (Chira, 2016; Liao & Liu, 2016; Schaubroeck, Shen & Chong, 2017) have advocated for identifying numerous distinct leadership styles as demonstrated by leaders in politics, industry, and other professions. Leaders in politics, for instance, tend to either lead their citizenry to follow their orders and authority or provide the platform for the citizenry to express their views in collective choices. Moreover, leaders in the industry exhibit leadership by either delegating power to their subordinates or inspiring employees using a structure of rewards and sanctions. Hence, the various leadership styles include autocratic leadership, democratic leadership, laissez-faire leadership, transactional leadership, and transformational leadership.

3.3.1.1 Autocratic leadership style

The autocratic leadership style places a premium on the separation between authoritarian leaders and subordinates (Chira, 2016). Such leaders ensure that only one separate professional connection is established (Salin & Helge, 2010). They believe that direct supervision is critical to sustaining a successful atmosphere and following (Wang, Liu & Liu, 2019). Authoritarian leadership styles frequently reflect the perspective of those in charge and are not always compatible with those being led. Authoritarian leaders prioritise efficiency and may view alternative methods, such as a democratic style, as impediments to development. A police officer directing traffic, a teacher directing a student to do an assignment, and a supervisor in a hotel commanding a subordinate to clean a workplace are all examples of authoritarian leadership. Each of these statuses requires a unique set of characteristics that enable the leader to maintain command or communicate a message (Shen, Chou & Schaubroeck, 2019).

Authoritarian characteristics include the ability to define objectives independently, communicate largely in one-way and downward directions, exert control over

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discussions with followers, and dominate encounters (Liao & Liu, 2016; Schaubroeck, Shen, & Chong, 2017). The authoritarian leadership style is beneficial in organisations where decisions need to be made urgently and efficiently, as well as in situations where certain tasks must be performed in a specific way whereby there is very little room for mistakes, such as in construction, manufacturing and the military. Also, decision-making in authoritative ways is required in crisis management situations, such as providing humanitarian support to ease disasters. Leaders need to make and apply decisions authoritatively as it brings some confidence and ensures cooperation for achieving defined goals.

3.3.1.2 Democratic leadership style

The democratic leadership style entails the leader delegating decision-making authority to group members in exchange for supporting the group members' interests and fostering social equality (Foster, 2002). The bounds of democratic participation are frequently defined by organisational or group requirements and the practical value of people's characteristics (skills, attitudes, etc.). The democratic approach is based on the idea that everyone, regardless of their human standing, should express their views in collective choices. However, the democratic form of leadership still needs the direction and control of a single leader. The democratic method necessitates that the leader decides who should be consulted within the group and who should be granted the opportunity to participate in, make, and vote on decisions (Woods, 2010).

According to research, this is one of the most effective leadership styles since it results in improved productivity, increased contributions from group members, and enhanced group morale (Sharma & Singh, 2013). Because group members are encouraged to express their views and ideas, democratic leadership can result in better ideas and more innovative solutions to issues. While democratic leadership is a highly effective type of leadership, it does have some potential drawbacks. When duties are unclear or time is critical, democratic leadership can result in communication breakdowns and unfinished tasks. Democratic leadership functions best when group members are skilled and willing to share their expertise.

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Additionally, ample time should be allowed for individuals to input, build a strategy, and then vote on the best course of action (Martin-dale, 2011).

3.3.1.3 Laissez-faire leadership style

Laissez-faire leadership is a type in which all rights and decision-making authority are completely delegated to followers (Tayfur & Tosunoglu, 2016). Laissez-faire leaders offer their subordinates total discretion over how their tasks are completed (Robert & Vandenberghe, 2021). It enables followers to exercise self-government while providing direction and help as needed (Abdul & Husnain, 2012). The laissez-faire leader who exercises guided freedom offers the resources required for followers to achieve their objectives but does not take an interest in decision-making until followers seek assistance.

3.3.1.4 Transactional leadership style

Transactional leaders centre their leadership on inspiring employees through a structure of rewards and sanctions (Abdul & Husnain, 2012). Two components constitute the basis of this approach: management-by-exception and contingent reward. Management by exception helps the leader retain the power structure by delegating tasks (Brahim, Ridic & Jukic, 2015). Managers focus on achieving the company's vision while other employees work daily to keep the company operational. This allows all company employees to stay productive and specialise in certain tasks. Contingent reward offers economic or psychological incentives for effort and acknowledges successful performance. The leader intervenes when subordinates do not achieve acceptable performance levels and conducts corrective action to enhance performance.

Management, by exception, helps decrease the effort of managers by allowing them to be called in only when workers depart from the course (Robbins & Judge, 2012). This sort of leader recognises the requirements of his followers and offers rewards to meet those wants in return for a specific degree of performance.

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Transactional leaders focus on enhancing the efficiency of existing routines and procedures. They are more concerned with obeying current norms than with making changes to the organisation. A transactional leader creates and standardises procedures that will assist the business to achieve its goals.

3.3.1.5 Transformational leadership

The proponents of transformational leadership characterise the leader as someone who is not constrained by his or her followers' perceptions (Nashon & Njoroge, 2019). The primary aim is to work to alter or modify their followers' requirements and reorient their thinking (Maya, Anis, Hastirullah & Priyo, 2020). Transformational leaders engage and inspire their people with purpose and enthusiasm (Bastari, Eliyana & Wijayanti, 2020). Additionally, transformational leaders have a vision of who they desire to be and express it to their followers.

Among the leadership styles discussed, transformational leadership is the most effective style to use in most business situations since it centres on instilling confidence in employees and reorients their mindset that they can do it. Therefore, employees will need transformational leaders in situations when work is very stressful, monotonous or shrouded in uncertainty. Additionally, transformational leadership is regarded as one of the best leadership styles for inspiring individuals to succeed. They do this by recognising the strengths and weaknesses of individual team members and ensuring that each person works to their capabilities. Transformational leaders know how to encourage, inspire and motivate employees to perform in ways that create meaningful change (Balyer, 2012).

The result is an engaged workforce that is empowered to innovate and help shape an organisation's future success. In situations where a lot of creativity and innovation are important to success, a transformational style is often a beneficial approach. However, if the focus is on achieving a prescribed set of short-term goals, taking a more transactional approach might lead to less chaos and better results. The next section provides a synthesis regarding the various leadership

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theories comprising of the Behavioural leadership theory, Contingency leadership theory, Great Man Leadership Theory, and Transactional leadership theory.

3.3.2 Overview of leadership theories

The previous sections assessed the prominent leadership styles of autocratic leadership, democratic leadership, laissez-faire leadership, transactional leadership and transformational leadership. Although the transformational leadership style has been identified to be effective among the other types of leadership, one can become a more effective leader by learning about the core leadership theories and understanding the models associated with each one (Amanchukwu, Stanley & Ololube, 2015). This section presents the different leadership theories, behavioural leadership theory, contingency leadership theory, and great man leadership theory. These leadership theories are worth investigating because they help explain how and why certain people become leaders. This analysis is also key because it sheds more light on identifying peoples' characteristics, as well as behaviours that people can adopt to improve their leadership abilities in different situations.

3.3.2.1 Behavioural leadership theory

The rationale for examining the Behavioural leadership theory is due to its many advantages, primarily that leaders can learn and decide what actions they want to implement to become the kind of leader they want to be. It allows leaders to be flexible and adapt based on their circumstances (Amanchukwu et al., 2015; Derue, Nahrgang, Wellman & Humphrey, 2011). In general, Behavioural leadership theory is concerned with leaders' conduct and the assumption that these qualities may be replicated by other leaders (Cleary, Kornhaber, Thapa, West & Visentin, 2020). Often referred to as style theory, it demonstrates that leaders are not born successful but can be developed through learnable behaviours. The theory of leadership behaviour is primarily concerned with the conduct of leaders, demonstrating that the strongest predictor of leadership effectiveness is observing

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leaders' behaviour (Suhonen, Stolt & Charalambous, 2019). Behavioural leadership theory is therefore concerned with behaviour rather than with quality. This approach sees and categorises behavioural patterns as leadership styles.

Several other leadership styles exist under the behaviour theory, including task-oriented leaders, people-oriented leaders, and country club leaders (Kendra, 2022). A task-oriented leader is defined as the degree to which a leader sets their followers' roles, focuses on goal achievement, and establishes well-defined communication patterns (Khuong & Hoang, 2015). To put it more clearly, task-oriented leadership will force their followers to engage in top-down communication and explain what the follower is to do and when, where, and how each function is accomplished. A task-oriented leader focuses on providing structure to his employees and encourages them to complete their tasks at the first point (Khuong & Hoang, 2015). In the provided structure, employees follow rules and procedures established by the leader- resulting in strict guidance.

On the other hand, a people-oriented leader focuses on creating overall success by building lasting relationships with employees (Engelbert & Wallgren, 2016). This type of leader does care about tasks and schedules, but he/she believes that work culture is important. However, the country club leader assumes that if employees are happy, they will work hard (Strong, Williams, Irby & Wynn, 2013). This leader's high interest in the needs and feelings of employees affects productivity. With much of the focus on employee comfort and relationships and little to no focus on output and performance, this leader finds it difficult to punish an employee.

Finally, under the behavioural leadership theoretical view, success is defined by the leader's actions and real conduct. The theory of behaviour has several advantages, the most important of which is that leaders may learn and choose the behaviours necessary to develop into the sort of leader they choose. It enables leaders to be adaptable to their particular circumstances (Cleary et al., 2020). Another advantage of this leadership style is that it demonstrates that anyone can become a leader. Several shortcomings of behaviour theory include the fact that, while it provides flexibility, it does not provide explicit guidance on how to behave

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in certain situations (Suhonen, Stolt & Charalambous, 2019). There are hundreds of leadership styles drawn from behavioural science, but none are universally applicable. The observation of task-oriented and people-oriented leaders is an excellent illustration of behavioural theory in action. If a team member has an issue, the task-oriented leader will monitor the process to ascertain if the workflow needs to be adjusted. Leaders who are people-oriented look at individuals and tackle their problems directly by enquiring about the problem. Whatever behaviour a leader chooses, behavioural leadership theory may assist them in focusing on their actions and using their selections to develop into a great leader.

3.3.2.2 Contingency leadership theory

Contingency leadership theory, often known as situational leadership theory, focuses on the leader's background. These thoughts examine the ramifications of a leader's success or failure in a certain environment (Northouse, 2018). The setting has a direct impact on the leader's performance. Although the leader's personality plays a role in their performance, the most critical aspect is the leader's history and standing. That is, the leader's record in terms of exhibiting leadership to achieve various successes and sometimes failures, as well as the current status of the leader, are important to their performance. The theory examines leadership style and demonstrates that effective leaders may adapt it to the circumstances (Pratono, 2016), such as the situation at hand and the employees involved. Additionally, it demonstrates the importance of selecting the appropriate leader for every given circumstance. Hershey and Blanchard's situational theory, Evans and House's Path-Goal theory, and the Fiedler contingency theory are all examples of contingency theory (Northouse, 2018).

The Hersey-Blanchard Model suggests no single leadership style is better than another (Manyuchi & Sukdeo, 2021). Instead of focusing on workplace factors, the model suggests leaders adjust their styles to those they lead and their abilities. Nevertheless, Evans and House's Path Goal theory states that a leader's traits and behaviours can directly affect the satisfaction, motivation, and performance of their

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team members (Malik, 2013). In other words, how successful a leader is can be determined by their ability to promote their subordinates' contentment, goals, and skills. On the other hand, Fiedler's contingency theory states that, for a leader to be effective, their leadership style must fit the situation (da Cruz, Nunes & Pinheiro, 2011). Contingency theory has numerous advantages, including the fact that leaders can intervene in any situation (Jeong & Nor, 2012). However, this theory faces criticism because there is insufficient information to contextualise any scenario. While contingency theory emphasises the relevance of a circumstance, it may overlook workers or the organisation as a whole. This is because it focuses more on the situation to make leadership decisions. Additionally, the leader may not pay enough attention to how leadership styles have evolved. Internal and external influences influence the leader and his circumstances (Luthans, 2011).

3.3.2.3 Great man leadership theory

The Great Man Leadership Theory, often known as the Trait Theory, asserts that great leaders are innate (Spector, 2016). They possess the inherent characteristics and talents that distinguish them as great, which cannot be taught or acquired (Kumar, Adhish & Deoki, 2014). According to trait theory, leaders deserve their positions due to their unique characteristics. Numerous critiques have been levelled at the characteristic hypothesis, mostly because leaders are not born and do not require work or effort to develop into leaders (Oakleaf, 2016). This demonstrates that social or psychological leaders are preset and cannot emerge from the shadows or be chosen or not chosen. Others argued that most of the qualities associated with this idea were masculine and, hence, contradictory to the real psychology of effective leaders.

Many have highlighted Abraham Lincoln, Winston Churchill, Alexander the Great, Elizabeth I, Kwame Nkrumah, Nelson Mandela, Haile Selassie, Julius Nyerere, Kofi Annan, Patrice Lumumba and Samira Amin as examples of great men with great theories (Nichols & Cottrell, 2014). These social titans employ their abilities to guide the country. Leaders who appear to transform this idea into reality frequently exhibit high levels of ambition and dedication. Today's successful

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leaders may consider their characteristics and skills as evidence of the 'great men'. As a result, leaders might be appointed on the basis of their inherited abilities. The main critique is that the great leader syndrome may easily degenerate into tyranny, as seen in leaders like Robert Mugabe, Teodoro Obiang Nguema Mbasogo, Sani Abacha, Muammar Gaddafi, Omar Al-Bashir, Charles Taylor, Idi Amin Dada, Mobutu Sese Seko Mao Tse Tung, Ayatollah Khomeini and Kim Jong-un.

It is deduced from the above that some leadership theories attempt to explain what differentiates a leader, while others explain how great leaders come to be. The great man theory believes that the inherent traits that one is born with contribute to great leadership. Contingency theory recommends that leaders adopt a leadership style depending on the situation, while behavioural theory is about learning the skills necessary to become a good leader. The behavioural theory is effective compared to the other theories as it has many advantages, primarily because leaders can learn and decide what actions they want to implement to become the kind of leader they want to be. It allows leaders to be flexible and adapt based on their circumstances. Also, unlike some leadership theories, behavioural theory supports the idea that anyone can be a leader. It suggests that certain behaviours transform people into leaders, not qualities they may have inherently. This enables anyone to become a leader based on their learning and decisions. In the typical work environment, individuals need conceptual, human, and technical skills to lead. The conceptual skills enable the leader to develop ideas for smoothly running the organisation or society. Human skills refer to when one can interact with other individuals, while technical skills involve a leader's knowledge of the process or technique.

3.4 TRANSFORMATIONAL LEADERSHIP

The following sub-sections discuss the conceptualisation of transformational leadership, factors influencing transformational leadership (Intrinsic and Extrinsic Factors), criticisms of transformational leadership and the benefits of transformational leadership.

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3.4.1 Conceptualising transformational leadership

Although there are several definitions of transformational leadership, the most common ones are from Minja (2013), Nashon & Njoroge (2019), Luo, Guchait, Lee and Madera, (2019) and Tamer, Qais, Mujeeb and Valliappan, (2020). These definitions are predominantly cited because they highlight transformational leadership as leaders who support their subordinates in carrying out tasks or leadership centred on mutual encouragement for organisational success. First, Minja (2013) defines transformational leadership as involving an individual who encourages his followers to strive for the organisation's mission. The transformative leader is willing to assist followers in carrying out their responsibilities toward the organisation's primary objective. It is the type of supportive deed that increases followers' zeal and enthusiasm.

Nashon and Njoroge (2019) used a similar definition, defining transformational leadership as a method in which leaders model behaviours in order to inspire and motivate subordinates to surpass expectations. This assists in overcoming subordinates' self-interest, which may trump organisational interest. Thus, transformational leadership is a style of leadership that results in the transformation of individuals and societal systems by working with teams or followers beyond their immediate self-interests to identify needed change, creating a vision to guide the change through influence, inspiration, and executing the change in tandem with committed members of a group.

In its perfect form, such leadership transforms followers into important and beneficial changes, with the ultimate objective of transforming followers into leaders. Transformational leadership entails authentically utilising a variety of techniques to boost followers' motivation, morale, and performance. These include connecting the followers' identity and self-awareness to the organisation's goal and collective identity, serving as a role model for their followers' inspiration, pushing followers to give them greater influence over their work, and understanding their followers.

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Luo et al. (2019) similarly stress that transformational leadership aims to reconcile the organisational interests with the personal interests of followers by encouraging them to enhance the organisational process collectively. Employees can be helped to reconcile their interests with those of the business through transformative leadership and a culture of enthusiasm. According to Mohammed et al. (2020), this refers to the organisational culture that encourages employees to work together toward a shared goal and, therefore, to the organisation's vision. In this example, leaders demonstrate a variety of behaviours, including clear objectives and visions that inspire followers to develop skills necessary for the organisation's success (Ali, Khan & Yildiz, 2020).

Tamer et al. (2020), on the other hand, defined transformational leadership in terms of enhancing the conditions in which leaders and followers encourage one another to achieve organisational goals. It is defined as the technique of creating an enabling atmosphere for individuals to transform as a result of the leader's extraordinary impact in order to achieve expectations. According to the preceding, the operational definition of transformational leadership is as follows: it is a style of leadership in which leaders demonstrate behaviours that inspire and influence workers, as well as create conditions in which employees may collaborate to accomplish a common objective.

In summary, transformational leadership is described as actions that promote the development, dissemination, and maintenance of a vision. The primary theoretical justification for categorising these actions as transformative is that we believe they aim to motivate individuals to look beyond their self-interests and work toward corporate goals. Although there are three distinct types of transformational behaviours, it can be argued that they are inextricably linked because they all reflect the same underlying ambition, which is to transform employees to share the vision and act on it, and these behaviours are only theoretical when combined with meaning.

Transformational leaders are the most successful and efficient types of leaders since they are capable of resolving challenges in today's changing organisational

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environment (Wang, Oh, Courtright & Colbert, 2011). As a result, several studies have examined the primary components that define transformational leadership critically (Buil, Martínez & Matute, 2019; Deinert, Homan, Boer, Voelpel & Gutermann, 2015; Knippenberg & Sitkin, 2013; Rita, Payangan, Rante, Tuhumena & Erari, 2018). The key insights that emerge from these studies are the intrinsic and extrinsic factors that influence transformational leadership, which are discussed in the subsequent sections.

3.4.2 Factors influencing transformational leadership

3.4.2.1 Intrinsic factors

The intrinsic factors, also known as the dimensions of transformational leadership, are comprised of idealised influence, inspirational drive, intellectual inspiration, and individualised attention or thought. These are explained in detail below.

Idealised influence: It has been discovered that idealised influence is a critical feature of transformative leadership (Deinert et al., 2015). It refers to leaders who demonstrate respected role model behaviour, inspiring their followers to act ethically and morally (Lee, 2018). This demonstrates a high level of trust in the leader, as followers are motivated to emulate leaders with idealised influence. Because communal interests take precedence over individual ones, followers trust their leaders. Idealised influence, which is frequently synonymous with charisma, encompasses behaviours that inspire followers to take pride in their association with the leader. The leader prioritises the group's interests over their own and makes personal sacrifices for the greater good (Rital et al., 2018). This means that a transformational leader who embodies idealised characteristics demonstrates a sense of power and the ability to persuade others that they, too, can overcome obstacles. In other words, idealised inspiration enables transformational leaders to speak about their most cherished values and principles, as well as the critical nature of trust (Sajjad, Siti & Abdul, 2020). Therefore, this fosters a strong feeling of purpose and a sense of group mission.

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The idealised influence dimension is seen to have two distinct perspectives, which may be classified as idealised influence attribution and idealised influence behaviour (Sajjad, Siti & Abdul, 2020). Idealised influence attribution refers to attributions of the leader made by followers as a result of how they perceive the leader. On the contrary, idealised influence behaviour refers to specific behaviours of the leader that followers can observe directly. In terms of the idealised influence attribution, transformational leaders exude confidence and instil in their followers positive feelings (such as integrity, honesty, and dignity), a sense of altruism, and respect (López-Domínguez, Enache, Sallan & Simo, 2013). When leaders exhibit these characteristics (confidence, dignity, honesty and integrity), which are connected with high ethical standards and moral behaviour, they are admired and trusted. Additionally, as a result of these features, followers are more loyal to the leader. In contrast, transformational leaders who exhibit idealised influence behaviour are goal-oriented and work to advance corporate objectives based on a shared sense of beliefs, values, purpose, and mission (López-Domínguez et al., 2013). This implies that leaders who exhibit this attribute display their dedication to the group's ideals and goals by committing to the group's task and acknowledging everyone in the organisation.

Inspirational drive: Inspiration drive is another important intrinsic factor of transformational leadership. Regarding inspiration drive, leaders are expected to communicate a compelling and worthwhile vision to employees (Raju & Phung, 2020). This, however, can only happen if transformational leaders are able to convey a vision so effectively that their followers internalise it and adopt the objective of accomplishing it as their own. In other words, as previously stated, this must begin with a strong sense of purpose and the establishment of high standards. It must also be accompanied by a sense of accomplishment. The incentive to succeed must not be founded on fear but rather on the example of others (Elile, Akpan & Raju, 2019). Also, whether it is for a project, a goal, or the bigger organisational vision, the leaders' actions must foster the same sense of enthusiasm in their followers. As a result, transformational leaders' inspirational drive develops a common dream that inspires followers to work toward it with great

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conviction. This creates an environment that encourages followers to participate actively in the organisation's course toward a meaningful objective.

Intellectual inspiration: In terms of intellectual inspiration, the leader encourages his or her followers to be imaginative and creative, as well as to question the status quo (Bass & Avolio, 2014). Although it is a frequent notion that transformative leaders are 'soft,' the truth is that they constantly push their followers to do better (Lee, 2018). Intellectual inspiration is a feature of transformative leadership that refers to how far a leader challenges conventional assumptions, takes calculated risks, and solicits feedback from followers. They question established beliefs by allowing followers to raise questions, think thoroughly about issues, and find better ways to carry out their responsibilities (Bass & Avolio, 2014). This means that the leader encourages followers to think things out for themselves and to reason independently so that they can become self-sufficient. As a result, the leaders are put in a risky situation. It is likely that an employee's unilateral decision will fail and will impact the team's purpose (Tamer et al., 2020). Leaders, on the other hand, take calculated risks in order to manage risk dilemmas by partnering with their followers to test new techniques and discover inventive ways to deal with organisational difficulties (Lee, 2018). As a result, when it comes to intellectual inspiration, leaders use intellectual stimulation to entice followers. That is, leaders inspire people to think critically and independently in order to develop new, non-conventional values.

Individualised attention or thought: Individualised attention or thought is a process where transformational leaders pay more attention to each of their followers (Buil, Martínez & Matute, 2019). Individual personnel, teaching, and training are at the forefront of transformative leadership. Leaders show an interest in their followers, are compassionate, and urge them to continue to grow. Individual thinking refers to how much a leader pays attention to each follower's needs and acts as a mentor, coach, or guide in the development and success of the follower (Raju & Phung, 2020). The leader pays attention to each follower's concerns and wants, offers support, and shows empathy for their situation and history (Luo et al., 2019). As a result, leaders who show tailored concern encourage their followers to

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develop these talents and demonstrate them in the workplace, in addition to being aware of the unique attributes that each follower contributes to the workplace. As a result, the follower is inspired to grow and demonstrate intrinsic motivation in their work. A transformational leader, for example, can call attention to a group member's issues. From this vantage point, the leader might attempt to train and develop a subordinate who is having difficulty at work.

The four intrinsic dimensions (idealised influence, inspirational drive, intellectual inspiration, and individual thought) discussed so far constitute the internal factors that influence transformational leadership. However, despite the relevance of these intrinsic factors, it is important to understand the extrinsic factors that can also affect transformational leadership, which will be discussed in the next section.

3.4.2.2 Extrinsic factors

Many extrinsic factors have been identified to influence transformational leadership. These are Psychological Empowerment, Work Autonomy, Communication, and Leader Personality (Chiang & Hsieh, 2012; Dias, Pascoal, Pereira & da Costa, 2022; García-Morales, Jiménez-Barrionuevo & Gutiérrez-Gutiérrez, 2012; Mohammed, Abdul, Mohammed, Yaser & Ali 2020; Phipps, 2011; Varela, Gonzalez, & Ochoa-Meza, 2020). These identified factors are discussed in detail below.

Psychological empowerment: Psychological empowerment refers to the ability of a leader to generate positive behavioural results (Chiang & Hsieh, 2012). The deep-seated motivation reflects how individuals are motivated in their jobs and obligations on a personal level (García-Morales et al., 2012). Much of the earlier research looked into the relationship between transformational leadership and psychological empowerment. The authors shared a lot of positive relationships. Mohammed et al. (2020) surveyed 260 employees at Malaysian universities and discovered that psychological empowerment has a substantial positive association with transformational leadership. According to Kim, Losekoot and Milne (2013),

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psychologically empowered employees have more trust in their managers and are more likely to have a high level of self-commitment to the company. Similarly, Chiang and Hsieh (2012) demonstrated that psychologically empowered employees are more motivated to do well in their jobs. Employees with a positive attitude towards psychological empowerment are highly motivated.

Work autonomy: The issue of work autonomy is critical to transformational leadership's efficacy (Dias et al., 2022). The transformational leader must be self-sufficient to provide the impression of being the one who initiates the behaviours of his or her followers. The transformational leader must define the goals of the work assigned to the team; this ensures that the employees' experience is meaningful (Dias et al., 2022; Svendsen, Unterrainer & Jønsson, 2018). The transformative leader differs from other leadership attributes overly focused on rewarding and punishing employees by observing their activities (Gilbert, Dagenais-Desmarais & St-Hilaire, 2017). This necessitates the transformative leader's ability to operate independently to persuade employees to work dedicatedly to advance organisational objectives.

Existing research backs up this viewpoint, demonstrating a strong link between transformative leadership and work autonomy. According to Dias et al. (2022), autonomous transformational leaders give their followers a sense of autonomy by designing a clear general objective within the scope of the organisation's goal, allowing employees to use their initiative in producing work outcomes, and avoiding management practices such as close monitoring of employees' actions or strict adherence to a specific tactic. Other research, such as Gilbert et al. (2017), has looked into the link between transformational leadership and work autonomy. For the study, the authors employed a total of 512 Canadian employees. The results of the structural equation modelling revealed that transformative leadership and autonomy have a substantial link. Svendsen, Unterrainer & Jønsson (2018) found similar outcomes when evaluating transformational leadership methods at a Norwegian medical technology firm. This suggests that job autonomy enhances transformational leadership's influence.

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Communication: Communication is another important extrinsic factor that influences transformative leadership. Varela et al. (2020) contend that communication is important in inspiring motivation. Transformational leaders are expected to motivate their people primarily by conveying their expectations (García-Morales et al., 2012). According to Adaletey, Raju and Phung (2018), leaders typically have high expectations and, as a result, must emotionally appeal to followers to gain their attention and dedication to their vision. In this instance, developing high confidence is a vital component of the drive to achieve such a goal. This necessitates communicating the organisation's future with confidence and optimism to achieve its objectives. This type of communication must engage the followers and provide a clear image of the group's goals. The communication style may influence the transformational leader's power by promoting knowledge, learning, and intelligence (García-Morales et al., 2012).

Grant (2012) stressed that transformational leaders utilise communication as a tool to challenge their followers to question their expectations and reason in a way that supports the organisation's trajectory. According to Law, Bhaumik, Fang and Raju, (2020), communication encourages followers to look at topics from alternative viewpoints, supports non-conventional thinking to solve problems, and helps promote new opinions to meet challenges. Leaders will not be able to challenge followers to build a new way of doing things if they do not communicate.

Leader personality: The leader's personal characteristics are also likely to influence transformational leadership (López-Domínguez et al., 2013). This is achieved through coaching and mentorship. That is, a unique personality emerges when leaders create an enabling atmosphere by paying close attention to followers' needs and allocating significant plans to help them grow personally. This can be accomplished by paying attention to the followers' needs and treating them according to their needs and desires to foster their growth. Phipps (2011) discovered that a five-factor personality model strongly impacts transformative leadership. These are conscientiousness, introversion or extraversion, openness to new experiences, emotional stability and agreeableness. These five personality traits have a substantial impact on transformative leadership. For instance,

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conscientious leaders are more likely to encourage their followers to achieve organisational goals because they are focused on achievement. Individuals who are extroverted or introverted are respectful, friendly, and more likely to form strong interpersonal relationships. Leaders who are open to new experiences are more inclined to accept new philosophies and, as a result, to foster them intellectually. Finally, emotionally stable leaders are better at winning over their followers because their stability allows them to be good role models for them.

3.4.3 Measurement of transformational leadership dimensions

The universally applied omnidirectional leadership theory and its measurement of the multifactorial leadership questionnaire have been used in general leadership research (transformational, transactional, etc.) to conduct a conceptual and methodological analysis of leadership strategies (Knippenberg & Sitkin, 2013). In light of this, the Multifactor Leadership Questionnaire (MLQ), which is the widely accepted standard instrument for measuring transformational leadership behaviour, is used in this study. The MLQ instrument developed by Bass and Avolio (1997) has 9 scales whereby 5 scales measure transformational leadership, while 2 scales each measure transactional leadership and passive/avoidant leadership behaviour.

As indicated, transformational leadership is measured by 5 scales comprising 20 items. Thus, the 5 scales have 4 items each, and these measure trust-building (idealised influence - attributes), acting with integrity (idealised influence - behaviours), encouraging others (inspirational motivation), encouraging innovative thinking (intellectual stimulation) and coaching and developing (individual consideration). In general, the MLQ has five forms comprising 36, 45, 50, or 90 items to measure leadership styles and behaviours (Avolio & Bass, 2004). This means researchers are able to adapt the MLQ to meet their research needs and approach to suit their studies. In this regard, this present study used the MLQ scale comprising 20 items to measure transformational leadership style.

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According to Batista-Fogue, Esteve and van Witteloostuijn (2021), the Multifactor Leadership Questionnaire (MLQ) has been validated over the last two decades in the measurement of transformational leadership style. Avolio and Bass (2004) state that the strength of the MLQ is basically due to its ability to capture several leadership styles in a single measurement instrument. Also, the effectiveness of the MLQ has been confirmed in several meta-analyses and large-scale studies (Judge & Piccolo, 2004; Van Jaarsveld, Mentz & Ellis, 2019). This suggests that the MLQ can be considered to be a prime example of both a successful academic and commercial tool that can guide scholars and organisations in evaluating leadership styles for improvement and decision-making.

Nevertheless, Antonakis (2017) contends that despite the wide use and validation of the MLQ in measuring transformational leadership style, some scholars have raised critical voices about the instrument. Predominantly, the criticisms levelled against the MLQ are centred on its questionable multidimensional structure and inadequate connection with theory. Regarding multidimensional structure, Yukl (2012) raised concerns that the MLQ overlooks important transformational behaviours displayed by leaders, such as inspiring, empowering and developing behaviours. Similarly, Judge & Piccolo (2004) argue that the MLQ has an 'elusive' multidimensional structure. In terms of theoretical arguments, Hunt (1999) pointed out that the instrument fails to consider key variables that have the potential to affect leadership and its consequences. In response to these concerns, it can be inferred that some of these critical issues have now been covered in the dimensions and scales used by the various MLQ forms to measure transformational and other leadership styles. Hence, the use of the MLQ to measure transformational leadership style in this study is valid and reliable.

3.4.4 Previous studies on the benefits of transformational leadership

Transformational leaders are the link between leaders and subordinates to design a clear understanding of the subordinate's values, interests, and inspiration (Luo et al., 2019; Tamer et al., 2020). Consequently, many studies have demonstrated

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the significance of organisational leadership in promoting innovation, job satisfaction, employee performance, organisational performance, and competitive edge (Bush, 2018; Suong & Dao, 2019; Yunita, Muhammad, Rumainur, Syatria, Zulaecha, Abdul, Agus & Dahlia, 2020; Tadele, 2014; Zacher & Jimmieson, 2013).

Transformational leadership impact on innovation: Transformational leadership has also been demonstrated to have a major impact on innovation in studies. Many studies have demonstrated that transformational leadership and innovation have a good relationship. For example, Kee, Rahman and Tan (2020) assessed transformational leadership's impact on innovation by utilising 197 samples. According to the findings, transformational leadership has a strong positive impact on innovation. Employees are encouraged to have a compelling vision, work in teams and bring new ideas that create innovation. Similar outcomes have also been identified by Koziol-Nadolna (2020), who shows that transformational leadership is connected with organisational innovation in a positive and significant way. Li et al. (2020) further showed that transformational leadership improves employee green creativity significantly. This evidence suggests that transformational leadership can encourage employees to establish trust and progressively assist in developing an inventive environment. Transformational leadership encourages and supports employees' new ideas and encourages them to think outside the box. Overall, transformative leadership encourages innovation and creativity among employees in the workplace.

Transformational leadership provides personal freedom: Bass and Riggio (2006) revealed that unlike transactional leadership, which motivates people through a defined line of command using a reward and punishment system or carrot and stick strategy, transformational leadership provides individuals with a great deal of personal freedom. This means that employees are recognised for their abilities and expertise, and they are trusted to complete their responsibilities to their full potential. In other words, transformational leaders utilise their positions to motivate rather than dominate others using a system that is built on internal motivation.

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Transformational leadership promotes employee performance: Numerous studies have been conducted on employee performance and its relationship to transformational leadership. Top, Abdullah and Faraj (2020) investigated the effects of transformative leadership on employee performance in Iraq's Kurdistan region, and the study found that transformative leaders have a good correlation with employee performance. Here, it was discovered that inspirational motivation and individual thought have a significant effect on employee performance. It is recommended that managers in the region encourage and care for their employees individually to help them enhance their performance. Mahar et al. (2020) investigated the relationship between leadership style and employee performance, specifically in the banking business, and the study revealed a statistically significant relationship between transformational leadership style and employee performance.

Eliyana, Ma'arif and Muzakki's (2019) investigation also indicated similar findings when they examined thirty employees at Pelabihan Indonesia Enterprises. Transformational leadership is evaluated in their research on four dimensions: intellectual inspiration, charm, unique thoughts, and inspirational drive. According to the research, transformative leadership has a major effect on employees' job performance. Finally, Nasra and Arar (2020) evaluated 630 tutors who were Israeli Arabs. The authors define transformational leadership in terms of five dimensions: idealising inspiring actions, idealising influential attributes, individualised thought, inspirational drive, and intellectual stimulation. The findings indicated that transformational leadership has a substantial effect on staff performance roles. The above findings indicate that transformational leaders use a variety of thoughtful deeds to motivate followers to engage in administratively useful behaviours such as improved job performance and helping behaviours. That is, employees who are motivated by transformative leadership are more likely to become absorbed in the task at hand. This should result in improved employee performance.

Transformational leadership promotes organisational performance:
Additionally, transformational leadership has been shown to affect organisational performance. For example, Bush (2018) says that transformative leadership

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occurs when a leader's association with others who support them reaches higher levels of achievement in achieving established goals. The leader motivates his or her team members to work energetically, which results in exceeding expectations. This occurs as a result of leaders catering to employees' needs and inspiring them to set aside their self-centred interests for the greater good of the team and organisation. Transformational leaders are able to quickly assess the current state of the firm and develop the appropriate vision for transformation and growth. The leader communicates her goal to employees and encourages participation through her excitement and influence. Employees are driven to perform the tasks assigned to them since all work experience is seen positively and as an adventure. When transformational leaders collaborate, businesses should benefit from increased productivity. When everyone is pulling in the same direction, optimising performance becomes much easier, as everyone can see the big picture and unite for a shared goal. According to Litz and Scott (2017), this bodes well for transformational leaders who bring about positive change and contribute to the improvement of students' outcomes on national assessments.

Nguyen, Lam Tung, and Huynh, (2019) conducted a regression study on 220 pharmacologists in Vietnam, and the study findings indicated that transformative leadership has a considerable impact on organisational success. Similarly, Lai, Tang, Lu, Lee and Lin (2020) used a 14-item measure to examine transformational leadership among 507 nurses working in 44 clinic teams in Taiwan, and the research demonstrated a high correlation between transformative leadership and organisational success. Finally, Yang, Chen, Zhao & Hua (2020) concluded in their study that transformational leadership has a substantial effect on task and contextual performance. These studies substantiate the notion that transformational leadership has a positive effect on organisational performance since the leadership style that is exhibited within the organisations promotes collaboration and working energetically to exceed expectations, which can ultimately lead to increased productivity.

Transformational leadership promotes competitive advantage: Furthermore, research has demonstrated that transformative leadership has a significant impact

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on competitive advantage. In Ghana, for example, Iddris, Dogbe and Kparl (2023) revealed that transformational leadership directly impacted organisational competitiveness among insurance firms. This is because the leadership style motivates and induces staff to adapt to the changing issuance landscape. Likewise, Tuan, Minh and Hoang (2020) identified the most effective leadership style for higher education organisations and the leader's role in fostering academic research in Vietnamese universities. The effects of various constituents of transformational leadership on an organisation's success are quantified using regression analysis. The survey findings indicate that transformational leadership may be effective when organisations are given autonomy, particularly with regard to budgeting. Hence, it can be stated that if transformational leadership can assist in generating a competitive advantage, then developing staff as a lasting competitive advantage requires outstanding and effective leadership. This is because leaders of organisations frequently struggle to accelerate their followers' performance.

Transformational leadership promotes citizenship behaviour: Citizenship behaviour is another notable effect of transformational leadership. Transformational leadership is critical in developing positive outlooks in their followers, which results in the development of favourable attitudes and behaviours and inspires people to work efficiently and as good citizens within their organisation (Karadag, 2015; Suliman & Al Obaidli, 2013). According to Zacher and Jimmieson (2013) and Jha (2014), transformational leadership practices have a favourable effect on organisational citizenship behaviour. Tian, Iqbal, Akhtar, Qalati, Anwar and Khan (2020), on the other hand, examine the influence of transformational leadership on employee retention in small and medium-sized firms, as well as the mediating role of organisational citizenship behaviour and communication. The results indicated a good and substantial correlation between transformational leadership and organisational citizenship behaviour using PLS-SEM. This denotes that the application of transformational leadership characteristics, such as developing a persuasive idea for staff, focusing on goal accomplishment, developing problem-solving practices and a sense of purpose, and devoting time

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to team training and development, go a long way to improve organisational citizenship behaviour and employee retention.

3.4.5 Criticism of transformational leadership

Although transformational leadership is associated with several benefits, the leadership style has not gone without criticism. The identified drawbacks are discussed below.

Neglecting concerns of followers: The privileges of the transformational leader, especially idealised influence, are criticised most because there is the tendency for some charismatic, transformational leaders to begin to neglect their supporters (Yukl, 2012). Thus, a charismatic leader can have certain negative implications, such as limiting useful recommendations and not considering criticism from followers. Such leaders fail to accept criticisms and rather perceive those with diverse or alternative opinions as potential threats that need to be dealt with or watched closely.

Abuse of power: Transformational leaders build a strong emotional bond with their followers, which has a significant impact on them. Leaders are more likely to abuse their power, which can lead to manipulation (Northouse, 2018). The danger arises when followers become oblivious to such tactics as a result of their strong emotions and bond with the leader, and this becomes problematic.

Lack of self-control: Transformational leadership, according to Bass and Steidlmeier (1999), lacks a self-control system. When a leader's moral values are lacking, bad things happen. According to Hamad (2015), pseudo-transformational leadership is made up of potentially immoral features, which can be used by leaders who are unethical to impose on naive and innocent followers. For example, Hitler's remarkable charm and vision captivated the German people, but his unquenchable power, immorality, and paranoia caused Germany to collapse, resulting in the deaths of hundreds of thousands of innocent people. Jim Jones,

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the founder of the Temple of the American People, is another dark leader of change. He was charismatic and lofty-minded, but in 1978, he led over 800 followers to commit suicide (Hamad, 2015). This suggests that in the absence of mechanisms to control transformational leaders, damaging results can occur.

Leaders' visions might be false and misleading: Transformational leadership, according to Lee (2014), has failed to recognise the concept's disadvantages. Lee (2014) critiqued transformational leadership, claiming that such leaders' visions might be false and misleading, putting their followers in danger. This is because the followers may believe in a false vision that harms the organisation.

Unduly leader-centred phenomenon: Tourish (2014) also criticised transformational leadership as an unduly leader-centred phenomenon that places a greater emphasis on the leaders while paying less attention to the followers. This means that the organisation's future may be jeopardised by an excessive focus on the leaders at the expense of the followers. According to Sajjad, Siti and Abdul (2020), when followers are given a free ride, the employee (follower) may not follow in the footsteps of the transformative leader for promotion. This is because the followers can use the situation to establish a social network for their gain at the expense of the organisation's vision.

Lack of cultural focus: Lewis, Boston and Peterson (2017) point out that transformational leaders usually lack cultural focus and expertise, which makes change difficult. This tends to imply that such leaders ignore the background and perspective of individual followers, which makes it difficult to overcome problems across firms and begin the process of transformational leadership. This lack of appreciation from transformational leaders hinders their overall effectiveness and can thereby stall the success of organisations.

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3.5 CHAPTER SUMMARY

The review has demonstrated that leadership style is how a leader provides guidance, adopts plans and motivates others. The various leadership styles encompass autocratic leadership, democratic leadership, laissez-faire leadership style, transactional leadership, and transformational leadership. Autocratic leadership places a premium on the separation between authoritarian leaders and their subordinates. Democratic leadership is based on the belief that everyone, regardless of their human standing, should have a say in collective choices. Laissez-faire leadership is a form of leadership in which all rights and decision-making authority are fully delegated to followers. Transactional leaders concentrate on enhancing the effectiveness of existing routines and procedures. Transformational leaders engage and motivate their people with a feeling of intention and enthusiasm. They have a vision of who they need to be and express it to their followers.

The analyses also looked at various leadership theories, including Behavioural theory, the Great Man Leadership Theory, and the Contingency Theory. Behavioural leadership theory concerns leaders' conduct and the assumption that other leaders may replicate these qualities. It demonstrates that leaders are not born successful but can be evolved through learnable behaviours. The Great Man Leadership Theory affirms that great leaders are innate. Both internal and external influences affect the leader and his circumstances.

Moreover, transformational leadership was conceptualised together with its measurement. It was observed that transformational leadership is a style of leadership that results in the transformation of individuals and societal systems. In its ideal form, it transforms followers into important changes. The final goal is to transform followers into leaders by creating an enabling atmosphere for individuals to transform as a result of the leader. The leader prioritises the group's interests over their own and makes personal sacrifices for the greater good. However, numerous objections and debates exist against it, such as idealised influence and moral corruption. The concept has been linked to new objections from different

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authors. Finally, the literature has shown that transformational leadership benefits an organisation in many ways. The benefits include promoting innovation, job satisfaction, employee performance, organisational performance, and competitive edge.

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CHAPTER 4: THE MEDIATING VARIABLES

4.1 INTRODUCTION

The previous chapter (Chapter 3) focused on transformational leadership. It revealed that transformational leadership is a foremost leadership style that is built on inspiration and results in the transformation of individuals and societal systems. Thus, followers are transformed into future leaders based on the enabling atmosphere created by the transformational leader. Earlier on, Chapter 2 focused on innovative work behaviour of employees. This chapter continues with the literature review by concentrating on how selected individual and organisational level factors (employee work engagement and innovative work behaviour, employee self-efficacy and innovative work behaviour and organisation innovative atmosphere and innovative work behaviour) connect transformational leadership and innovative work behaviour. Before, engaging in the discussion on the relationship, it is necessary to first elucidate the constructs employee work engagement and innovative work behaviour.

4.2 WORK ENGAGEMENT AND INNOVATIVE WORK BEHAVIOUR

The following sub-sections discuss employee work engagement, employee work engagement as a predictor of innovative work behaviour, and employee work engagement as the mediator of innovative work behaviour.

4.2.1 Work engagement: definition, composition and global situation

Employee work engagement, or simply work engagement, has become a key dimension that brings a great deal of success to organisations as employees become passionate and express enormous enthusiasm towards work to make sure their organisations get to the next level. Even with the perceived positives linked with employee work engagement, the definition of the concept is tough (Kuok & Taormina, 2017). Yet, some predominant definitions of employee work

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engagement prevail. Kahn (1990) was the first scholar to conceptualise work engagement as harnessing employees' selves to their work roles to allow them to express themselves physically and emotionally in the performances of their work roles. Here, work engagement implies that employees put their selves into their work. Moreover, a commonly used definition of work engagement is provided by Schaufeli, Salanova, González-Romá and Bakker (2002), who define it as the positive and pleasing work-related mindset among employees that is symbolised by vigour, dedication and absorption. The researchers explained that vigour entails working with elevated energy and mental resilience; dedication implies strong involvement and rising to work challenges; and absorption denotes complete immersion in one's work. Kuok and Taormina (2017) have also described work engagement as a workplace approach that creates a conducive environment and conditions for employees to exhibit unparalleled motivation, commitment and dedication to give their best and strive towards achieving organisational goals, values and overall success.

Even though different scholars have different definitions for employee work engagement, some common themes are evident. These identical themes include employee contentment, employees' perception that employers value their work, and employees' preparedness to take up challenges and do extraordinary feats to ensure their organisations succeed. Another insight from the definitions is that employee work engagement captures circumstances where employees are passionately attached to their organisations. This means employee work with great enthusiasm, care about the success of their organisations and are ready to defend the company when criticised. Employee work engagement represents more of a psychological issue and mindset for employees who become proactive and take the initiative to ensure success in their work. Overall, engaged employees have positioned themselves psychologically and are willing to work with their present organisations for several years rather than leave.

An important distinction that needs to be made is that employee work engagement differs from employee happiness and employee satisfaction. Consistent with this notion, Kruse (2019) contends that employee engagement cannot be equivalent to

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employee happiness since an employee can be happy but unproductive, and productivity is crucial in employee engagement. Also, employee engagement differs from employee satisfaction because an employee can be satisfied but fail to show dedication and go the extra mile to undertake outstanding feats to ensure organisational success. Despite these arguments by Kruse (2019), which rightly highlight differences between employee engagement and employee happiness or satisfaction, it is fair to state that employee happiness and employee satisfaction are key aspects of employee engagement. This is because engaged employees are usually happy and satisfied with their work, and this is what encourages them to exceed expectations for their organisations to thrive.

The global situation of employee work engagement demonstrates that the issue requires prioritisation among organisations for employees to exhibit innovative work behaviours. Harter (2022) revealed that on the global stage, only 20% of employees are actively engaged at work, which is a huge concern for firms. Data also indicates that failure to implement and promote employee engagement at the workplace can be costly because disengagement of employees in the USA, for instance, typically costs organisations over $350 billion annually (Osborne & Hammoud, 2017). This situation calls for urgent attention from organisations to institute mechanisms to improve employee work engagement to reduce costs and enhance competitive positioning through an engaged and motivated workforce.

4.2.1.1 Drivers of work engagement

Research has indicated that employee engagement is driven by personal resources and job resources (Bakker & Demerouti, 2008; Farndale & Murrer, 2015). Personal resources are those resources which can be controlled by the employee successfully. These are the positive self-evaluation traits like optimism, self-confidence and resilience needed by employees to drive work engagement and innovation behaviour at the workplace (Alessandri, Consiglio, Luthans & Borgogni, 2018; Bakker & Demerouti, 2008). Conversely, job resources are the physical, social or organisational factors that help employees reduce job demands

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and stress issues and perform their work goals effectively. These are external to the employee, and these include social support from coworkers/superiors, coaching, performance feedback, task variety, learning and development opportunities and facilities for training (Bakker & Demerouti, 2017; Salanova & Schaufeli, 2008). The impact of personal and job resources on employee work engagement implies that engaged workers are those working in an environment where personal and job resources operate at their optimum.

4.2.1.2 Work engagement scales

Like the different definitions provided by scholars for employee engagement, several tools have been developed for the measurement of employee work engagement. However, the most widely used measurement tool for employee work engagement is the Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al. (2002) together with the shortened version, the UWES-9 espoused by Schaufeli, Bakker and Salanova (2006). These scales are most preferred because they are more pragmatic, psychometrically proven and thoroughly cover the three key dimensions of work engagement: vigour, dedication and absorption. This makes these scales relevant to the present study because it intends to appraise employees' personality, work behaviour and level of engagement with their work roles.

Although the Utrecht Work Engagement Scale (UWES) and UWES-9 have remained fundamental due to their predominant use globally (Carmona-Halty, Schaufeli & Salanova, 2019; Schaufeli, 2017), the assertion of work engagement as the opposite of burnout is somewhat questionable. Thus, Schaufeli et al. (2002) and Schaufeli, Bakker and Salanova (2006) principally used these scales to study work engagement, which they consider to be contrary to burnout. This is because an engaged worker can easily experience burnout due to excessive work overload. Hence, work engagement and burnout are different constructs.

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4.2.1.3 Importance of work engagement

The important role of employee work engagement in organisations cannot be undervalued. Bakker and Albrecht (2018) argue that work engagement has become a very popular concept in recent times because it positively predicts key employee and organisational outcomes. For instance, work engagement has been linked with organisational outcomes such as intention towards employee turnover (Schaufeli & Bakker, 2004), customer loyalty (Salanova, Agut & Peiró, 2005), job performance (Bakker, 2017), organisational commitment (Schaufeli, 2015), as well as employee outcomes like employee health and boosting personal resources (Bakker & Demerouti, 2008) and conveying engagement to others (Van Mierlo & Bakker, 2018). The overall picture depicted by these studies is that work engagement helps employees to stay committed to the cause of the organisation as well as encourages other employees to show that same level of poise and commitment, which in turn brings a great deal of success to the organisation.

Kortmann, Gelhard, Zimmermann & Piller (2014) assert that for organisations to maximise profits, leaders must go beyond the focus on products and processes and rather work hard to engage employees due to constant changes in tastes and preferences in the contemporary world. This suggests that in order to ensure long-term corporate survival, organisations must engage their employees, maintain effective relations, and adopt innovation to remain competitive and match changing trends. Again, Musgrove, Ellinger and Ellinger (2014) identified that employees' efforts and engagement significantly contribute to increased productivity within organisations. In this regard, organisations that put in place strategic employee engagement measures which encourage positive interpersonal behaviours among employees are bound to experience higher organisational productivity. Thus, organisations yield greater output and efficiency when they put in place better avenues to ensure engagement with their workforce.

Furthermore, work engagement is also beneficial to employees themselves. Bakker and Demerouti (2008) stated that work engagement is valuable to employees since engaged workers exude positive emotions, including happiness, joy and enthusiasm. These positive attributes help employees enhance creativity,

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build their physical, social, and intellectual resources like bodily well-being and friendships, and learn, experience, and grow personally and professionally. Likewise, other researchers stressed that engaged workers also tend to be happy, and this level of gladness and cheerfulness propel them to identify opportunities at work, be helpful to colleagues, and exhibit confidence and optimism (Osborne & Hammoud, 2017; Schneider et al., 2018). This means engaged employees are more likeable at the workplace as they relate to their colleagues better and show innovative behaviour. Hence, employee work engagement is crucial at the workplace due to its relevance to both organisations and employees. Robijn, Euwema, Schaufeli and Deprez (2020) conclude that organisational investment in employee engagement strategically leads to a win-win scenario for both the organisation and its employees.

4.2.1.4 Relevance of work engagement to the study

Employee work engagement is relevant to this study because it is one of the key variables assessed. Thus, the study tries to find out how employees become engaged and show great enthusiasm due to applying the transformational leadership style in the workplace. Employees tend to show engagement and commitment when they function in an environment characterised by inspiration and motivation. Again, employee work engagement is important to this study because the study intends to explore the link between an engaged workforce and how this translates to innovative work behaviours. It is believed that when workers are properly involved and engaged, it inspires them to exhibit inventiveness in the workplace. As a result, the study seeks to assess how this assertion relates to the Ghanaian hospitality industry. Lastly, employee work engagement is vital to this study because it mediates the relationship between transformational leadership and innovative work behaviour. Although transformational leadership is seen as a predictor of innovative work behaviour, this study seeks to go further and investigate this relationship by determining whether employee work engagement increases or decreases the association between transformational leadership and innovative work behaviour.

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4.2.1.5 Trends in work engagement research

The concept of work engagement has evolved over the years, and current studies highlight several trends in work engagement research (Bakker & Albrecht, 2018). One of the notable trends is that the topic is studied as a phenomenon with the possibility of fluctuating among employees based on prevailing circumstances (Bakker, 2014; Sonnentag, Dormann & Demerouti, 2010). Thus, vigour, enthusiasm, dedication and absorption can diminish with time among employees. Therefore, researchers investigate how these positive levels of engagement change over time. Another important trend is the proliferation of work engagement studies, which assess the concept's nature, causes and consequences (Bakker & Demerouti, 2008; Osborne & Hammoud, 2017; Van Mierlo & Bakker, 2018). The main issue remains whether the gathered evidence can be translated into practical action to witness desired changes across organisations.

Lastly, there is the trend of work engagement research exploring its relationship with leadership, especially transformational leadership (Breevaart, Bakker, Hetland, Demerouti, Olsen & Espevik, 2014; Ghadi, Fernando & Caputi, 2013), while other scholars have focused on work engagement and leadership styles like distributive, collectivist, and shared and adaptive leadership styles (Caulfield & Senger, 2017; Yammarino, Salas, Serban, Shirreffs, & Shuffler, 2012). Hence, this present study follows an approach similar to Breevaart et al. (2014) and Ghadi et al. (2013) by looking at transformational leadership and innovative work behaviour where work engagement plays a mediating role.

4.2.2 Work engagement as a predictor of innovative work behaviour

Employee work engagement has continually stimulated debate due to its significance for both individuals and organisations, as well as its association with other key attributes within the organisational setting (Bakker & Albrecht, 2018). One such relationship that researchers have attempted to explore is the

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association between work engagement and innovative work behaviour. According to Rich, Lepine and Crawford (2010), engaged workers perform better overall than disengaged employees as they exhibit innovative work behaviours, report fewer errors, and record low involvement in occupational injuries and accidents. They also receive better ratings from their supervisors regarding effectiveness and job performance, as well as delivering superior service quality to meet customer expectations.

Therefore, several studies have been conducted by researchers to assess the association between employee work engagement and innovative work behaviour (Reijseger,- Peeters, Taris & Schaufeli, 2017). Vithayaporn and Ashton (2019) conducted a study on innovative work behaviour and found that employee work engagement was positively related to innovative work behaviour. The researchers explained that the relationship was reinforcing as engaged employees were more likely to act innovatively, and employees who interacted steadily with customers potentially exhibited innovative work behaviour. Dixit and Upadhyay (2021) also investigated innovative work behaviour among teachers from higher education institutions in India and concluded that employee work engagement is positively and significantly linked to innovative work behaviour.

This finding implies that this relationship can be positive as engaged teachers tend to show passion in their work, which can translate into creativity in teaching. In studying transformational leadership and innovative behaviour among employees in China, Aryee, Walumbwa, Zhou and Hartnell (2012) found that employee work engagement positively and significantly impacts innovative behaviour. The relationship can be positive because workers are given some level of autonomy, which inspires them and translates to ingenuity in the workplace.

The results are also similar within the hospitality industry. Research has been conducted on organisational engagement and innovative work behaviour among frontline employees in the hospitality industry (Slåtten & Mehmetoglu, 2011a; Slåtten & Mehmetoglu, 2011b). According to Slåtten & Mehmetoglu (2011a), there is a positive association between organisational engagement and innovative work

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behaviour. The researchers further found that organisational engagement has two different dimensional effects that enhance innovative work behaviour, namely a positive attitude towards job opportunities that bring about the vocation of service, as well as emotions that are positively associated with creativity. Moreover, in researching innovative work behaviour among hotel employees in South Korea, Kim and Koo (2017) concluded that job engagement has a positive and significant effect on innovative behaviours at work. The study implied that leadership plays a crucial role in promoting engagement, performance and innovative work behaviours.

The evidence shows that as a predictor, employee work engagement has both positive and significant associations with both in-role (main job duties) and extra-role (like helping co-workers) functioning in its relationship with innovative work behaviour. This positive and significant association is also apparent in the hospitality industry since employees within the sector mostly show positive attitudes toward work and creativity-related sentiments during service delivery. This means that, across several industries worldwide, engaged employees are bound to showcase innovativeness, initiative and creativity in the workplace. Therefore, if organisations expect innovative behaviours from employees, engagement must be a leading avenue to reach the goal of innovativeness, and this can transform the organisation's fortunes.

4.2.3 Work engagement as mediator of innovative work behaviour

In furthering the analysis of employee work engagement, other studies have assessed its role as a mediator between innovative work behaviour and other antecedents such as psychological well-being, job resources and emotional feelings (Agarwal, Datta, Blake-Beard & Bhargava, 2012). Koroglu and Ozmen (2022) evaluated the mediating effect of work engagement on innovative work behaviour and psychological well-being across five different sectors and 416 work settings in Turkey and found that work engagement had a positive effect on the relationship between innovative work behaviour and psychological well-being. Similarly, Salanova and Schaufeli (2008) found that work engagement mediates

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the relationship between job resources and innovative behaviour at the workplace. This means that an increase in job resources like autonomy, coaching and strong work relationships, which is also associated with an increase in work engagement, positively brings about proactive work behaviour. Wu and Wu (2019) also found that employee work engagement mediated the positive relationship between emotional feelings and innovative behaviours. Thus, positive emotional feelings and reactions enhance work engagement, which subsequently promotes innovative behaviour. This means that when supervisors are able to control their emotions and reduce employee criticisms, employees freely propose adequate innovative ideas.

While the above studies show that work engagement fully mediates the link between innovative work behaviour and other antecedents like psychological well-being and emotional feelings, other studies indicate that the mediation role is partial. For instance, Agarwal (2016) examined perceived organisational politics among Indian managers and used work engagement as a mediating variable. The study concluded that work engagement partially mediated the relationship between organisational politics and innovative work behaviour. Another study by De Spiegelaere et al. (2014) revealed that work engagement is mediated partially between job autonomy and proactive work behaviour. This implies that when employees are given some level of autonomy regarding their work, they are able to develop, harness, and implement innovative solutions in the workplace.

The general insight from the mediation role of employee work engagement between innovative work behaviour and other variables demonstrates that the effect can be both full or partial. The partial relationship means that other variables contribute to explaining how and why the relationship exists, whereas the full effect signifies that employee work engagement is the key mediator, which acts as the potential mechanism by which other variables can produce changes within innovative work behaviour.

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4.3 SELF-EFFICACY AND INNOVATIVE WORK BEHAVIOUR

The following sub-sections will discuss employee self-efficacy, its role as a predictor of innovative work behaviour, and its role as a mediator.

4.3.1 Self-efficacy

Self-efficacy has become another important attribute among employees at the workplace, and it is connected to organisational well-being and success. According to Albert Bandura, who is widely regarded for introducing the term, self-efficacy refers to the belief among individuals in their capacity to execute behaviours and actions necessary to produce specific responsibilities (Bandura, 1997). Khalique and Singh (2019) also defined self-efficacy as the beliefs individuals hold with confidence in their ability to complete particular tasks or achieve a goal. These definitions suggest that self-efficacy deals with self-confidence in one's ability to carry out and succeed in organisational tasks. Employees who exhibit self-efficacy possess the ability and confidence to exert control over their intrinsic motivation, behaviour and social environment. These self-evaluations influence employee experiences, including goals they strive to achieve, the amount of energy devoted toward goal achievement, and attaining precise levels of performance.

Bandura (2012) states that self-efficacy is shaped by experience, observation, persuasion and emotion. This implies that self-efficacy or confidence in oneself is not wholly inborn but can be developed with experiences and learning through various dimensions of life. At the workplace, self-efficacy can influence how people think and behave and motivate them to perform given activities (Cherian & Jacob, 2013; Keskin, 2020). Thus, self-efficacy reflects what people believe or think of themselves rather than what they are. Employees with high levels of self-efficacy for a given task show resilience and persistence in the face of setbacks, while those with low levels of self-efficacy may disengage or avoid the challenge completely. Therefore, low self-efficacy leads to stress, anxiety and helplessness, while high self-efficacious employees are able to bounce back even in the face of failure.

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To caution against self-efficacy, Zulkosky (2009) warned that people should be careful not to overestimate self-efficacy since overconfidence without proper preparation or training can lead to disaster. For instance, an ill-prepared student registering to write an advanced professional exam or an athlete who overestimates his capability to compete in a marathon but gets injured because of inadequate training highlights that people need to fully prepare for tasks and not rely on ambition alone. This shows that although it is good to show optimism or confidence in oneself, this must be done with realistic expectations. Even with this obvious challenge related to self-efficacy, Bandura (2012) still argued that in the search for success, it is better to overestimate rather than underestimate the potential one possesses.

4.3.2 Self-efficacy and innovative work behaviour

Employee self-efficacy has been linked to innovative work behaviour (Richter, van Knippenberg, Hirst & Baer, 2012; Shipton et al., 2017). Guha and Chakraborty (2021) highlight that self-efficacy elicits one's initial decision to engage in innovative work behaviour, one’s degree of persistence and effort while facing difficulties, and one’s optimal use of capabilities. Employees with high self-efficacy tend to display more innovative work behaviour as they are confident in their abilities to generate ideas and put those ideas to work (Jiang & Gu, 2017). They would then put in extra effort to seek support for new ideas, create prototypes and devote time to creative cognitive processes in problem recognition and solutions. Moreover, employees with high self-efficacy would perceive themselves as capable and better equipped to address rising challenges in innovation processes (Shipton et al., 2017; Richter et al., 2012).

Studies that explore the relationship between employee self-efficacy and innovative work behaviour have witnessed significant upsurge across industries. For instance, Hsiao, Chang, Tu and Chen (2011) investigated the impact of self-efficacy on innovative work behaviour among teachers in Taiwan and found a

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strong positive relationship between teachers' self-efficacy levels and innovative work behaviour. The result showed that teachers who exhibited higher self-efficacy levels were inclined to showcase innovativeness as they performed their teaching responsibilities. Basim, Korkmazyürek and Tokat (2008) also found a significant and positive link between self-efficacy and innovative work behaviour among public sector employees in Turkey. Similarly, Özkan (2017) revealed the existence of a positive and significant association between self-efficacy and innovative work behaviours.

In the online retail industry, Kanapathipillai, Shaari and Mahbob (2021) established the existence of a statistically significant relationship between self-efficacy and innovative behaviour. The study, therefore, validates that employees with high self-efficacy have the propensity to embrace innovative behaviour, which can heighten job performance. A study by Hsu, Hou and Fan (2011) further revealed that employees with self-efficacy are confident when engaging in various innovation activities, and as a result, they tend to demonstrate innovative work behaviour. Conversely, employees with low self-efficacy believe that innovative work behaviour is beyond their abilities and tend to avoid them.

The findings within the hospitality industry regarding the relationship between self-efficacy and innovative work behaviours are not different. In the Korean hotel industry, Kim (2019) revealed that self-efficacy has a significant effect on employee creativity behaviours. For employees to exhibit creativity, organisational culture must support self-efficacy so that the right results are achieved accordingly. Among 5-star hotel employees in Egypt, Ibrahim, Afifi and Abdel aal (2022) disclosed that self-efficacy significantly and positively impacts innovative work behaviour. Confident and assertive employees are willing to spend extra time and effort to provide and generate ideas to solve problems innovatively in the workplace. In addition, Wei, Chen, Zhang and Zhang (2020) found that entrepreneurial self-efficacy significantly and positively impacts entrepreneurial innovation behaviour among Chinese operators in the travel and tourism sector. Entrepreneurs with high self-efficacy are bound to make innovative decisions to grow their companies to the desired heights.

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The predictive capacity of self-efficacy on innovative work behaviour has tended to be significant and positive across diverse industries. Thus, even though the level of impact could differ across individual studies or industries, the general conclusion is that self-efficacy is a significant and important predictor of innovative work behaviour at the workplace. This means that the confidence and belief held by employees help them to exhibit creativity and innovativeness in handling challenges and uncertain conditions as well as during the performance of daily tasks to enhance organisational success.

4.3.3 Self-efficacy as mediator of innovative work behaviour

In advancing the analysis of employee self-efficacy, other studies have focused on its role as the mediator between innovative work behaviour and other attributes. Karadeniz, Erzurum, Akcan and Zaim (2021) evaluated the mediating role of self-efficacy in the relationship between intrinsic motivation and innovative work behaviour. The study found that although there was no significant relationship between intrinsic motivation and innovative work behaviour, the introduction of creative self-efficacy as a mediator made intrinsic motivation moderately increase innovative work behaviour. The findings highlight the crucial role of creative self-efficacy and its importance in managing innovative work behaviour. Fatoki (2021) also investigated entrepreneurial leadership and employees' innovative work behaviour in small firms and concluded that creative self-efficacy significantly and positively influenced the relationship between entrepreneurial leadership and employees' innovative work behaviours. Song et al. (2018) again found that teachers' self-efficacy fully and significantly mediated the relationship between learning-organisation culture and job performance. This means that maximisation of self-efficacy levels among teachers is a critical core component towards job performance and overall school performance.

The mediating effect of self-efficacy in the hospitality industry is similar to findings from other sectors. Thus, in the hospitality sector, Slåtten (2014) identified creative

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self-efficacy as a mediator in the relationship between transformational leadership and innovative work behaviour. Moreover, Teng, Hu and Chang (2019) found that creative self-efficacy significantly mediates the relationship between creative personality / psychological empowerment and innovative behaviour among employees and supervisors in the hospitality industry in Taiwan. The results further revealed that the positive mediation of creative self-efficacy on innovative work behaviour tends to be more impactful within work environments that encourage high knowledge-sharing compared to where knowledge-sharing is low. Again, in the hospitality industry, Abuelhassan and AlGassim (2022) found that general self-efficacy mediated the relationships between distributive justice and proactive customer service performance as well as procedural justice and proactive customer service performance. This means self-efficacy greatly contributes to explaining the process through which the various variables are related. Among employees from international tourist hotels in Taiwan, Wang, Tsai and Tsai (2014) revealed that self-efficacy mediated the relationship between transformational leadership and employee creativity. Hence, the association between transformational leadership and employee creativity can better be understood and explained when self-efficacy is introduced into the equation.

The role of employee self-efficacy as the mediator between various variables demonstrates that the impact of the mediation role is generally positive and significant, irrespective of the sector or industry where the studies were undertaken. Thus, results from the hospitality industry and other industries regarding the mediation role of self-efficacy have been identical. Therefore, self-efficacy is a practical variable that helps explain how or why various relationships exist between individual, organisational and job-related outcomes. Therefore, avenues for enhancing self-efficacy must be prioritised within the organisational setting so that employees can ideally improve their self-efficacy levels since it contributes to understanding and explaining key consequences.

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4.4 INNOVATION ATMOSPHERE AND INNOVATIVE WORK BEHAVIOUR

The following sub-sections discuss organisational innovation atmosphere, organisational innovation atmosphere as a predictor of Innovative Work Behaviour, and organisational innovation atmosphere as the mediator of Innovative Work Behaviour.

4.4.1 Organisation innovation atmosphere

Organisational innovation atmosphere reflects an individual's perception about whether the organisation provides an environment conducive to learning and innovation and the degree of such conduciveness (Mutonyi, Slåtten & Lien, 2020). The organisation's creative atmosphere determines how the individual can be creative or innovative in the working environment (Tao & Kang, 2012). Moreover, Chen and Hu (2008) state that organisational innovation atmosphere or climate refers to an employee's assessment regarding the work environment of an organisation, including conditions of work, team support, encouragement from superiors, resources and competitive remuneration packages. The definitions suggest that the organisational innovation atmosphere relates to how employees perceive the spirit of innovativeness running through the organisation. If the spirit of innovativeness is present in continuous improvement, availability of working tools and provision of adequate incentives, then the organisational innovation atmosphere is acknowledged to exist. On the contrary, the absence of attributes that foster creativity in the workplace means that the organisational innovation atmosphere is non-existent.

Researchers like Carlucci and Schiuma (2014) and Balkar (2015) contend that the organisation's innovation atmosphere encompasses intangible resources that powerfully affect the behaviours of employees and act as drivers of the firm's performance. Cabrera and Cabrera (2005) advanced this position by suggesting that organisations that offer employees adequate security and create an atmosphere whereby employees are only criticised constructively benefit the employees' innovative thinking abilities. In an organisational climate where

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employees feel comfortable and receive the needed support, they can create, innovate and share.

Overall, Deng, Cao, Huang and Wu (2022) signalled that organisations must fully boost the organisational innovation atmosphere to reap the right results via motivated and innovative employees. Thus, encouragement of creativity, independence, access to sufficient resources, and the opportunity to undertake challenging work must be prioritised since they are bound to yield positive effects on employees' innovativeness. Conversely, issues that relate to role conflict, role workload and organisational barriers must be eliminated at the workplace because they hinder the creation of an enabling environment within organisations, which translates into negative consequences.

4.4.2 Innovation atmosphere as a predictor of innovative work behaviour

Research on the organisational innovation atmosphere has soared among scholars recently, and innovative work behaviour is one of the primary attributes studied alongside the organisational innovation atmosphere. The link between organisational innovation atmosphere and innovative work behaviour is studied to determine how creating an enabling atmosphere at the workplace propels employees to exhibit creativity. Ma (2009) asserts that the organisational innovation atmosphere, including the concept of advocacy, market guidance, training, communication and cooperation, will directly affect employees' innovative behaviour, capability and performance through attitudes, beliefs, motivations and values of members of the organisation.

Lian, Yang and Ma (2013) showed that the atmosphere of organisational innovation directly affects individual innovative behaviour. Munir and Beh (2019) concluded that the organisational, creative atmosphere had a significant impact on innovative work behaviour among employees of start-ups in Malaysia. The innovative atmosphere present within the organisation serves as a catalyst that boosts creativity and inventiveness among the workers. Again, Yu, Yu and Yu (2013) found

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a positive association between organisational innovation climate and innovative behaviour among Taiwanese firms. Organisations that create an enabling environment for innovative practices encourage employees to work creatively and resourcefully, which translates to product innovation and value creation. Similarly, among students, Chang and Yang (2012) discovered that the organisational innovation atmosphere of academic institutions had a significant and positive influence on innovative behaviour and self-efficacy among the students. This means an atmosphere for innovative practices in institutions of higher learning enhances students' innovative behaviours.

While the above researchers concentrated on the link between organisational innovation atmosphere as a whole and innovative work behaviour, other researchers focused on certain aspects of organisational innovation atmosphere (atmosphere of job control and freedom) and how they impacted innovative work behaviour at the workplace. For instance, Chen and Huang (2007) showed that the conducive climate of social interaction among colleagues was significantly linked to enhancing employees' innovative behaviour. Also, Friedman and Carmeli (2018) found that a high level of connectivity relating to strategic decision comprehensiveness strongly impacted the innovative behaviour of the top management team. Moreover, a study by Zhao, Luan, Ding and Zhou (2022) revealed that organisations where job control and freedom permeate through employees lead them to be more committed to producing creative elements and exhibit extra effort in performing assignments. The study concluded that job control was significantly related to employee innovative behaviour. Singh and Sarkar (2012) further uncovered that the organisational climate of high-level job involvement among employees significantly correlates with innovative behaviour at the workplace.

The findings demonstrate that an organisational innovation atmosphere, evident in the form of job control, freedom, connectivity, job involvement, and support from supervisors and colleagues, is crucial in promoting innovativeness and creativity among employees at the workplace. This implies that innovative work behaviour is

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likely to be witnessed among such firms when organisations create and promote the enabling atmosphere for high-level creativity to thrive.

4.4.3 Innovation atmosphere as mediator of innovative work behaviour

In addition to organisational innovation atmosphere as a predictor of innovative work behaviour, others have evaluated organisational innovation atmosphere as the mediator between innovative work behaviour and other variables. Sethibe & Steyn (2018) revealed across companies in South Africa that the organisational climate for innovation mediates the relationship between transformational and transactional leadership styles and innovative work behaviour together with its components. This means the relationship that exists between transformational/ transactional leadership styles and innovative work behaviour among employees is greatly impacted by the existing organisational climate for innovation that happens in the company. In the construction industry in China, Zhang, Zheng and Darko (2018) discovered that innovation climate mediates the association between transformational leadership and innovative behaviour. The study implied that in the presence of a higher innovative climate, transformational leadership is bound to exert significant influence on an individual's innovative behaviour. In the hospital setting, Alotaibi, ZienYusoff, Al-Swidi, Al-Matari and AlSharqi (2015) focused on the mediating effect of organisational climate on the relationship between transformational leadership and patient safety and confirmed the full mediating effect.

Furthermore, other researchers have also examined the mediating role of some aspects of the organisational innovation atmosphere on relationships involving workplace innovation and innovative behaviours. In this regard, Naguib and Naem (2018) showed among Egyptian corporations that an organisational innovation atmosphere in the form of a prevailing climate of top management support and adequate resource supply mediates the relationship between transformational leadership and innovation processes. Thus, the workplace climate of support and resources provides a better explanation regarding the association between

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transformational leadership and innovation outcomes and processes. Imran and Anis-ul-Haque (2011) studied the mediating role of organisational innovative climate as a mediator between transformational leadership and innovative work behaviour among managers from Fast Moving Consumer Goods in Pakistan. The results indicated the existence of a partial mediating role whereby the organisational climate was built on an open system model, whereas a full mediating role existed whereby the organisational climate was built on a rational goal model. Therefore, the prevailing organisational climate centred on a rational goal model better impacted the relationship between transformational leadership and innovative work behaviour. Li et al. (2022) also revealed that the climate of fostering personal initiative from employees mediates the relationship between high-involvement work practices and innovative work behaviour.

The findings are also similar within the hospitality industry. Within the Moroccan hotel sector, Hassi (2019) found that a climate for creativity plays a mediating role between empowering leadership and management innovation. The organisation's innovative climate dimensions of employee creativity recognition, adequate resources for innovation, and flexibility to change were prioritised, and these elements greatly influenced the relationship between empowering leadership and the ability of management to adopt innovative practices, processes, or structures. Likewise, Karatepe, Aboramadan and Dahleez (2020) concluded among hotel employees in Palestine that creative climate mediates the impact of servant leadership on management innovation and innovative behaviour. Also, among employees at beach and city hotels in Spain, Orgambídez-Ramos, Carrasco-González, and León-Jariego (2014) discovered that service climate applied through the existence of clear working protocols and autonomy in decision-making totally mediated the relationship between organisational empowerment and relational service quality. Gozukara and Yildirim (2016) found that in the aviation sector, the atmosphere promoting the capacity for organisational learning mediates the relationship between distributive justice and innovative behaviour.

The above findings concerning the mediating role of an organisation's innovative atmosphere establish that the prevailing climate of innovativeness within an

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organisation clearly serves as an intervening variable, which helps explain how and why relationships exist between various individual and organisational-related outcomes, including innovative work behaviour. Therefore, organisations that promote various possibilities that enhance the organisation's innovative atmosphere, like company support, job freedom, job involvement, and connectivity among colleagues, have a greater propensity to develop innovative employees to advance organisational success.

4.5 CHAPTER SUMMARY

The individual and organisational level mediators of innovative work behaviour comprise the personal, structural, or administrative factors that help explain how and why relationships exist between innovative work behaviour and other variables. The individual-level mediators assessed were employee work engagement and employee self-efficacy, whereas the organisational-level mediator evaluated was organisational innovation atmosphere. Employee work engagement signifies passionate employees; self-efficacy deals with self-confidence, whereas the organisational innovation atmosphere reflects a creative climate for innovation.

The review revealed that the individual and organisational level mediators of employee work engagement, self-efficacy and organisational innovation atmosphere highly predicted innovative work behaviour. This suggests that engaged employees who can exhibit great enthusiasm are more likely to act innovatively. Also, the association between self-efficacy and innovative work behaviour implies that self-confident employees can showcase originality and innovation compared to employees with low self-confidence. Likewise, the confirmed connection between organisational innovation atmosphere and innovative work behaviour denotes that an organisation's creative climate and positive atmosphere are catalysts that boost workers' ingenuity and inventiveness. The review also demonstrated that employee work engagement, self-efficacy, and

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organisational innovation atmosphere mediated the relationship between innovative work behaviour and other antecedents, either fully or partially.

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CHAPTER 5: THE MODERATING VARIABLES

5.1 INTRODUCTION

The previous chapter addressed individual and organisational-level mediators of innovative work behaviour. The results showed that individual-level mediators (employee work engagement and self-efficacy) and organisational-level mediators (organisation innovation atmosphere) help explain how or why relationships exist between innovative work behaviour and other antecedents. The present chapter concentrates on individual and organisational moderators of innovative work behaviour. The chapter emphasises employee absorptive capacity (individual moderator) and organisational absorptive capacity (organisational moderator), which act as moderators for this study. Therefore, it tries to present arguments and logical explanations regarding how employee and organisational absorptive capacity increase or decrease the relationships between innovative work behaviour and other organisational attributes.

5.2 OVERVIEW OF ABSORPTIVE CAPACITY

In the quest for businesses and organisations to advance innovation efforts, the ability to gain new knowledge and information becomes paramount. For this reason, the concept of absorptive capacity has become a predominantly researched area in business management since it is linked to knowledge acquisition (Huang, Lin, Wu & Yu, 2015). The concept of absorptive capacity was first introduced by Cohen and Levinthal (1990), who defined it as the capacity of firms to appreciate, integrate and use new knowledge for purposes of organisational learning and business improvement. Thus, absorptive capacity denotes the ability of firms to gain new knowledge and apply the knowledge to profitable means. For Cohen and Levinthal (1989; 1990), this knowledge acquisition is heavily dependent on efforts made by organisations in the area of research and development. Therefore, investments made by a company in research and development teams lead to a full appreciation of the value of new external information, which directly influences its absorptive capacity. In addition to

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this, absorptive capacity is enhanced when organisations work with employees from diverse backgrounds.

Scholars have criticised Cohen and Levinthal's (1990) conceptualisation of absorptive capacity as overly dependent on the research and development efforts of organisations. In response, Zahra and George (2002) reconceptualised absorptive capacity and defined the concept as organisational procedures and routines whereby companies are able to obtain, absorb, transform and make use of knowledge for the production of functional organisational know-how and expertise. This redefinition by Zahra and George (2002) expanded the concept to embrace two dimensions of absorptive capacities: potential absorptive capacity and realised absorptive capacity. Potential absorptive capacity relates to accommodating abilities of firms to receive and integrate external knowledge, while realised absorptive capacity sums up the ability of firms to transform and exploit acquired information and knowledge (Müller, Buliga & Voigt, 2021; Zahra & George, 2002).

Furthermore, Todorova and Durisin (2007) contributed towards the conceptualisation of absorptive capacity, which criticised the position of Zahra and George (2002) and reintroduced the original definition of Cohen and Levinthal (1990). Todorova and Durisin (2007) argue that the difference between potential absorptive capacity and realised absorptive capacity was blurred, whereas transformation represents an alternative process rather than a step after assimilation, as opined by Zahra and George (2002). Therefore, absorptive capacity demonstrates the ability of firms to understand new knowledge, develop, transform, assimilate and utilise acquired external knowledge to advance business growth. Presently, the absorptive capacity of firms is increasingly regarded as a dynamic capability focusing on the ability to react and adapt to external changes, while the distinction between potential absorptive capacity and realised absorptive capacity dominates in current studies (Da Silva & Davis, 2011; Kang & Lee, 2016; Majhi, 2020).

In analysing the conceptualisation of absorptive capacity, it can be ascertained that Cohen and Levinthal (1990), together with Todorova and Durisin (2007),

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conceptualised the idea to focus on individual employees, whereas Zahra and George (2002) believed that absorptive capacity should largely be conceptualised at the organisational level. This means that in conceptualising absorptive capacity, some share the opinion that the concept should be predominantly based on the individual abilities of organisation members (employees) since individuals are the ones to acquire the knowledge and put it to use for the benefit of the organisation. Conversely, others contend that absorptive capacity should mainly be recognised as an organisational construct since knowledge acquisition at the organisational level is more holistic and tends to avoid fragmentation.

In light of this, absorptive capacity becomes both an individual and organisational construct because employees do their best to acquire knowledge to advance organisational success, whereas contributions made by firms to support rounded knowledge acquisition among their staff members are noteworthy. This recognition of absorptive capacity at both the individual and organisation levels falls in line with this present study due to the classification of absorptive capacity as employee absorptive capacity and organisation absorptive capacity serving as moderators of innovative work behaviour.

5.2.1 Importance of absorptive capacity

Today, organisations operate in an intensely competitive setting, and this has made the acquisition of new knowledge a valuable resource (Liao & Wu, 2010). This demands inventive mechanisms and strategies that facilitate learning and application of acquired knowledge to generate new organisational innovations. Sun and Anderson (2010) assert that the firm's absorptive capacity determines the effective consolidation of this acquired knowledge. Similarly, Huang, Lin, Wu and Yu (2015) highlight that the capability of firms to learn new knowledge from interaction with external associates entails the possession of adequate technical prowess to exploit that knowledge. This technical prowess or internal capability, also known as absorptive capacity, offers a solid foundation for firms to learn those new external ideas. Therefore, the higher the absorptive capacity, which signifies

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effective preparedness, grasp and usage of new external knowledge, the higher the ability of firms to unlock and exploit new knowledge for commercial purposes. On the contrary, where the absorptive capacity is low, such firms are bound to fail in the usage of new knowledge for business success (Sun & Anderson, 2010).

The importance of absorptive capacity for organisational success and accomplishments cannot be downplayed. Management researchers widely acknowledge that the absorptive capacity of firms needs to be developed because it directly or indirectly advances the innovation quest of organisations (Ahmed, Guozhu, Mubarik, Khan & Khan, 2020; Chen, Lin & Chang, 2009; Tseng, Chang Pai & Hung, 2011). These empirical findings imply that the processes put in place to ensure the absorption of external knowledge are fundamental towards innovation in companies, and this helps firms adapt to emerging trends and changes in the competitive business environment. In addition, other key antecedents of absorptive capacity include organisational learning (Sancho-Zamora et al., 2022; Sun & Anderson, 2010), performance improvement (Sancho-Zamora et al., 2021), the firm's growth (Lis & Sudolska, 2015) and competitive advantage (Chen, Lin & Chang, 2009). Organisations are, therefore, able to learn, improve their productivity and output, and position themselves in the competitive business environment through absorptive capacity.

Saebi and Foss (2015) stress that absorptive capacity allows companies the opportunity to transform external knowledge into innovation. Thus, initially, absorptive capacity starts with knowledge acquisition from the immediate and external environment and ends with knowledge application. In this regard, this dynamic capacity empowers firms to embark on various innovative ventures. Wuryaningrat (2013) believes that the transfer of information and knowledge within firms cannot materialise without the supportive environment of absorptive capacity. This assertion tends to place huge value on the essence of absorptive capacity within firms since its absence obstructs knowledge transfer.

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5.2.2 Measurement of absorptive capacity

Scholars have attempted to design tools to measure absorptive capacity, and while some focus on using tangible resources as a yardstick, others use intangible criteria, which proves difficult to measure (Hurtado-Ayala & GonzalezCampo, 2015). The distinction between measurement tools of absorptive capacity developed by various researchers can be categorised as measuring internal knowledge absorption, external knowledge sources, or both internal capabilities and external sources. For instance, Gebauer, Worch, and Truffer (2012) and Ritala and Huermelinna (2013) developed an absorptive capacity measurement scale that concentrates on companies' internal knowledge absorption capabilities. Moreover, Flatten, Engelen, Zahra and Brettel (2011) developed absorptive capacity tools to measure external knowledge sources. Others further combined both internal capabilities and external sources to measure absorptive capacity (Popaitoon & Siengthai, 2014; Seo, Chae & Lee, 2015). Importantly, this study used the Absorptive Capacity Scale designed by Flatten et al. (2011) since it focuses on employee and organisational capability to source external knowledge.

Despite the relevance of absorptive capacity towards organisational learning and innovation for firms, researchers have found that several organisations operating in Sub-Saharan Africa have a low degree of absorptive capacity compared to firms in the developed economies (Onyeiwu, 2015; Oyelaran-Oyeyinka & Barclay, 2004). This is not surprising because technological lapses, for instance, exist in most parts of Sub-Saharan Africa. However, organisations in Sub-Saharan Africa that attempt to improve structures and strengthen internal capacity to seek, transform and exploit new knowledge can advance organisational success and competitive positioning. Overall, the development of absorptive capacity for organisations operating anywhere, irrespective of geographical location, is noteworthy because it influences innovative work behaviour, which brings organisational transformation (Huang et al., 2015; Kang & Lee, 2016). This denotes that location should not be a barrier that prevents organisations from excelling on the basis of acquiring new knowledge and information to propel the firm to the next level.

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5.3 EMPLOYEE ABSORPTIVE CAPACITY

This section discusses employee absorptive capacity with a focus on the definition, composition and position within empirical research. The section further discusses the linkages between employee absorptive capacity and innovative work behaviour, as well as the role of employee absorptive capacity as the moderator of innovative work behaviour.

5.3.1 Definition of employee absorptive capacity

Absorptive capacity at the individual level has received a great deal of attention in recent times because researchers like Cohen and Levinthal (1990) and Enkel, Heil, Hengstler and Wirth (2017) share the opinion that within the firm, the ability to absorb, transform and use external knowledge is firmly rooted in individual employees. Usually, organisations count on individual employees to search for new information and learn from outside sources (Dahlander, O'Mahony & Gann, 2016). Employees within a firm perform environmental scanning, bring on board external knowledge into the firm, and apply the acquired knowledge to churn out new products or services for the organisation to enhance positioning and profitability (Lane, Koka & Pathak, 2006). This stance is in line with Cohen and Levinthal's (1990) conceptualisation of absorptive capacity, which highlights that the absorptive capacity of firms principally depends on the absorptive capacities of their employees. It is further believed that every form of learning takes place inside the minds and heads of individuals. Therefore, it is the individual absorptive capacity that shapes organisational-level absorptive capacity, and this can be leveraged by processes including socialisation (Todorova & Durisin, 2007).

5.3.2 Composition of employee absorptive capacity

Absorptive capacity at the employee level comprises several facets, but the dominant forms are potential and realised absorptive capacity. Da Silva and Davis (2011) contend that employee absorptive capacity comprises potential and realised

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absorptive capacity similar to organisational-level absorptive capacity. The capabilities of individual employees to secure and adjust to external knowledge jointly translate to potential absorptive capacity for the organisation. Equally, the capabilities of individual employees to convert and exploit the absorbed knowledge translate to realised absorptive capacity for the organisation. This implies that employee absorptive capacity shares the same sub-categories as organisational absorptive capacity. Hence, the assertion of Zahra and George (2002) that absorptive capacity should mainly be an organisational construct is questioned as employees' contributions towards the collective success regarding organisational knowledge search are acknowledged.

Absorptive capacity at the employee level has been shown to be based on prior knowledge, reasoning, and the diversity of external networks (Lowik, Kraaijenbrink & Groen, 2017). Medase and Barasa (2019) identified formal training as the key towards the development of the absorptive capacity of employees since this increases internal knowledge flows within firms and enhances intra-organisational learning. Also, Rho, Fabrizi and Lippert (2021) avow that employees' international experience and skills are paramount in individual-level absorptive capacity among workers and managers. Significantly, individual-level absorptive capacity is connected to favourable outcomes such as task performance (Deng, Doll & Cao, 2008), knowledge creation (Matusik & Heeley, 2005), and innovativeness (Tortoriello, 2014). Enkel et al. (2017) summarise that alertness, self-reflection, ambition, and social/communication skills are the four main attributes that enhance employee efforts to identify and apply external knowledge for innovation.

5.3.3 Employee absorptive capacity in empirical research

Notwithstanding the arguments regarding the role of individual-level absorptive capacity, the majority of studies on absorptive capacity have concentrated on the organisational level. These include studies on absorptive capacity at the level of the firm (Lane, Koka & Pathak, 2006; Volberda, Foss & Lyles, 2010) and business unit level (Jansen, 2005), largely ignoring individual-level absorptive capacity. In

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response, some scholars have advanced studies to champion the understanding of individual-level perspectives of absorptive capacity (Colombo, Piva & Rossi-Lamastra, 2013; Lowik, Kraaijenbrink & Groen, 2017). This recent focus is important because employee absorptive capacity can generate favourable antecedents, which can even overshadow contributions of organisational-level absorptive capacity as firms seek knowledge to promote innovation and position themselves competitively.

5.3.4 Employee absorptive capacity and innovative work behaviour

Absorptive capacity at the employee level has been studied in connection with other attributes within the organisational setting. One such relationship that researchers have explored is the association between employee absorptive capacity and innovative work behaviour (Oehmichen, Schuster & Wolff, 2008). According to Torres, Espinosa, Dornberger, and Acosta (2017), this connection has been explored because employees' innovative behaviour is not isolated and involves elements and personality traits closely related to employee absorptive capacity. This can be linked to the definition of absorptive capacity by Cohen and Levinthal (1990), which centres on the individual ability to evaluate, assimilate and utilise new knowledge. Thus, the capability of acquiring, assimilating and exploiting new information differentiates skilled and capable employees who can absorb data and engage in thoughtful processes to experience and undertake innovative ideas. Overall, absorptive capacity among employees can be an effective enabler for personal and organisational learning, creation and innovation (Murovec & Prodan, 2009; Nooteboom et al., 2007).

Empirically, studies have been conducted to assess the relationship between employee absorptive capacity and innovative work behaviour, which tends to show diverse findings. For instance, in exploring the interrelationship between absorptive capacity, knowledge sharing and innovative behaviour among research and development employees, Kang and Lee (2016) found that both the potential and realised absorptive capacity of employees have a direct influence on innovative

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work behaviour. The findings imply that employees should be offered several opportunities which expose them to external knowledge and improve internal communications to facilitate innovative behaviour. Also, Baykal (2019) found that absorptive capacity positively impacts the innovative work behaviour of organisational members among white-collar workers in Istanbul. Employees' ability to show dedication to seeking new information and ideas tends to influence inventiveness and ingenuity within the firm.

Furthermore, in moving away from the predominantly researched innovation in large firms, Gomezel and Rangus (2019) conducted research among US and Slovenian entrepreneurs by focusing on individual-level factors and concluded that employee absorptive capacity is positively related to innovation behaviour and performance. Likewise, Enkel et al. (2017) concluded in their study among technology managers in Germany that individual employee competencies in identifying and assimilation of external knowledge influenced innovation behaviour from both exploratory and exploitative perspectives. This indicates that absorptive capacity at the employee level serves as a good trigger for innovativeness. Within the hospitality sector, Bourini (2020) studied the effect of supportive leadership, employee absorptive capacity and innovative behaviour within the service sector (hospitality, telecommunication services and education) in Jordan and concluded that a positive relationship existed between employee absorptive capacity and employee innovative behaviour. Thus, employees with higher levels of absorptive capacity enable them to identify, acquire and implement new knowledge to solve problems innovatively.

Despite the prevalence of a strong relationship between employee absorptive capacity and innovative work behaviour, other studies reveal that the association is only partial. Ahmad, Mohamad and Ibrahim (2013) investigated absorptive capacity and innovative behaviour among Malaysian engineers and found that the association provided only partial support. This partial influence suggests that innovative behaviour among workers is, to a certain degree, affected by their capability to absorb knowledge. Therefore, other variables contribute towards explaining workplace innovative behaviour. Apart from this partial relationship

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between individual absorptive capacity and innovative work behaviour, some studies also showed that the relationship is not significant. In this regard, Majhi (2020) found that among managers in the automotive equipment manufacturing industry in India, managers' potential and realised absorptive capacity fail to enhance their innovative work behaviours.

The evidence regarding the association between employee absorptive capacity and innovative work behaviour demonstrates that the relationship is largely positive and strong, while it can also be partial and insignificant. This means that although employee absorptive capacity predicts innovative work behaviour across most sectors and sub-sectors of the economy in several countries, the relationship is sometimes weak or invalid. The weak association could be linked to underdeveloped structures that promote employee external knowledge acquisition, which indicates that organisations must further empower employees to advance their quest of absorbing and applying new knowledge for organisational success. This gives credence to the assertion that all forms of learning are believed to be performed by humans. Hence, absorptive capacity at the employee level is fundamental towards workplace innovative behaviours.

5.3.5 Absorptive capacity as moderator of innovative work behaviour

The analysis of the association between employee absorptive capacity and innovative work behaviour gave indications regarding how and why relationships exist between the two variables. The analysis seeks to go beyond the predictive capacity and assess employee absorptive capacity as a moderator of innovative work behaviour. Qi, Jia and Zou (2021) indicated that absorptive capacity at the individual level acts as the significant variable that determines the strength of the relationship between innovative work behaviour and other key antecedents. In addition, Qian and Jung (2017) observed that absorptive capacity serves as an effective mechanism to help address the knowledge acquisition process as well as practically playing a moderating role regarding variables dealing with new knowledge acquisition, knowledge transfer and innovation performance. This

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means that in most cases, absorptive capacity at the individual level can be moderate by helping to indicate whether the association between innovative work behaviour and other variables is high or low.

In terms of empirical research, studies have been conducted to assess the moderating effect of employee absorptive capacity regarding the relationship between innovative work behaviour and other variables, and the findings have varied. Wang, Yang and Xue (2017) confirmed the moderating effect of individual absorptive capacity in the relationship between employee well-being and individual innovative work behaviour. The existence of the moderation effect indicates that when individual absorptive capacity increases, the association between employee well-being and individual innovative behaviour increases, whereas the strength of the association decreases with lower employee absorptive capacity. Also, in investigating transformational leadership and unit-level performance, Chang, Chao, Chang and Chi (2018) divulged that unit-level absorptive capacity positively and significantly moderated the link between transformation leadership and unit-level knowledge sharing as well as moderating the association between unit-level knowledge sharing and unit innovative performance. Hence, higher absorptive capacity among departmental staff is poised to increase the connection between transformation leadership and knowledge sharing as well as strengthen the link between knowledge sharing and innovative performance.

Additionally, research conducted by Arubayi, Eromafuru and Egbule (2020) within the Nigerian oil sector found that individual absorptive capacity had a positive and significant moderation role in the relationship between human resource development and employee performance. The significance of the moderation effect implies that higher employee absorptive capacity strengthens the association between an atmosphere that encourages human resource development and employee performance, whereas lower employee absorptive capacity weakens the association. In the tourism and hospitality industry, Elbaz, Agag and Alkathiri (2018) conducted a study among travel agents operating in Egypt and found that employee absorptive capacity moderates the relationship between knowledge received by employees and innovative performance among

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travel agents. The moderation effect means that higher employee absorptive capacity is bound to lead to a stronger association between knowledge received by employees and innovative performance among travel agents, whereas lower employee absorptive capacity translates to a weaker association.

Xu, Peng, Shi, Wong, Chong and Lee (2020) made it known that student absorptive capacity positively moderated the influence of knowledge transfer on student employability, which is shaped by self-efficacy. The moderation effect validates the assertion that individual or student absorptive capacity can help enhance the impact of knowledge transfer on student employability, especially among students with confidence in their abilities. Comparably, Sulistyo and Wikaningrum (2019) showed that both absorptive capacity and self-efficacy significantly influenced knowledge-sharing behaviour and innovation capability among SMEs. The ability to absorb new information and exhibit self-confidence enhances knowledge sharing among colleagues and innovative behaviours. In the same way, Kwon and Woo (2019) indicated that, at the individual level, absorptive capacity positively relates to self-efficacy and extra-role behaviour. This suggests that employees' skills and passion for acquiring new external knowledge impact self-confidence and extra-role creative behaviours, which translates to firms' success.

Even though most studies concerning individual absorptive capacity confirm the moderation effect on the relationship between innovative behaviour and performance-related attributes, other studies do not confirm such interaction effect. In a study among employees in Chinese automotive design firms, Tian and Soo (2018) revealed that individual absorptive capacity did not find support for the moderating outcome involving the relationship between employee creativity and job performance. This suggests that employee absorptive capacity fails to influence the strength of the association between employee creativity and job performance significantly. Equally, Wang et al. (2023) concluded among hospital employees in China that individual absorptive capacity does not moderate the connection between online intergenerational knowledge transfer and innovative work in a significant manner.

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It can be established from the preceding analysis concerning the moderation role of employee absorptive capacity on innovation-related relationships that the influence can be both significant and insignificant. Thus, even though most studies confirm the moderation role of employee absorptive capacity on innovative work behaviour, other studies reject this moderation effect. Based on the evidence, it is probable that studies that reject the moderation effect involve firms whereby employee absorptive capacity is not prioritised, and this calls for further improvements and upgrades. On the whole, given that most studies validate the moderation effect of employee absorptive capacity, it becomes essential for organisations to improve structures, processes and opportunities for employees to enhance their abilities to acquire, absorb and use new external knowledge. This is important because it potentially strengthens innovative-related endeavours, which promote the competitive positioning of organisations.

5.4 ORGANISATION ABSORPTIVE CAPACITY

This section discusses organisation absorptive capacity by concentrating on its definition, composition and attributes. The section subsequently discusses the linkages between organisational absorptive capacity and innovative work behaviour, as well as organisational absorptive capacity as the moderator of innovative work behaviour.

5.4.1 Definition of organisation absorptive capacity

Organisation absorptive capacity has been the mainly researched category of absorptive capacity because most management scholars believe it better describes absorptive capacity compared to employee level (Müller, Buliga & Voigt, 2021; Volberda, Foss & Lyles, 2010; Zahra & George, 2002). Organisation absorptive capacity represents the organisational-level ability of firms to appreciate, integrate and use new knowledge for organisational learning and business improvement (Zahra & George, 2002). Volberda, Foss and Lyles (2010) state that developing sound structures and procedures is essential in

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strengthening organisational absorptive capacity. This stresses the significance of internal and external structures for communication, whose efficiency and effectiveness impact knowledge sharing and expertise within the organisation. The explanation regarding the definition of organisation absorptive capacity means that absorptive capacity should be considered at the level of the firm to ensure that knowledge is acquired holistically and devoid of disintegration.

5.4.2 Composition of organisation absorptive capacity

Absorptive capacity at the organisation level comprises several forms, but the key facets remain collective individual absorptive capacities and firm-level knowledge-sharing. Researchers contend that organisation absorptive capacity transcends beyond the summation of absorptive capacities of individual employees but also depends on knowledge sharing among employees as well as within key departments (Cohen & Levinthal, 1990; Rho, Fabrizi & Lippert, 2021). As a result, organisation absorptive capacity is made up of the ability of all employees to pursue and assimilate external knowledge, the propensity to share the acquired knowledge among colleagues, and departmental-level exchanges. The presence of these conditions can effectively propel organisations to absorb new knowledge for progress and expansion.

Additionally, Cohen and Levinthal (1990) avow that even though knowledge internalisation among employees is another vital aspect of an organisation's absorptive capacity, this does not automatically lead to a firm's knowledge assimilation or absorptive capacity. Thus, while employees may have absorbed external knowledge, such information might not be useful to them directly, although it could be valuable at the organisational level. To make use of such information, it must be shared and transmitted to the department that requires this knowledge. This tends to ascertain that knowledge sharing among employees forms a crucial part of the organisational absorptive capacity. In short, absorptive capacity at the individual level, together with knowledge sharing among them, is significantly connected to organisation-level absorptive capacity.

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5.4.3 Attributes of organisation absorptive capacity

In terms of attributes that promote organisational absorptive capacity, Rho, Fabrizi and Lippert (2021) highlight that product innovation, new company operational procedures, and new managerial process and marketing processes shape absorptive capacity at the organisational level. Likewise, other researchers found that the managerial and organisational practices that promote absorptive capacity at the firm level are flexible work schedules and independence (Sjödin, Frishammar and Thorgren, 2019), networking and knowledge sharing (Belinski, Peixe, Frederico & Garza-Reyes, 2020), training and continuous learning (Kang, Morris & Snell, 2007), new organisational or management practices (Rho, Fabrizi & Lippert, 2021), and provision of incentives (Fernandez & Moldogaziev, 2013). Medase and Barasa (2019) also identified openness within the firm as a key indicator of absorptive capacity, which invariably translates to stimulating innovation performance and value capture. The highlighted attributes signify that the organisation's absorptive capacity requires new firm-level modifications, which can challenge the realisation of desired changes and expectations. Despite the perceived difficulties, firms that provide an environment and atmosphere that encourages every individual, unit, or department to seek and apply acquired external knowledge stand a better chance of achieving organisational expansion and penetration of new markets.

Another notable feature of organisational absorptive capacity is that it represents the central structure that holds and unearths the employee absorptive capacity collectively and cumulatively to create innovative outcomes (Marrucci et al., 2022). To advance this assertion, Lewandowska (2015) maintains that the absorptive capacity of a firm is cumulative. This means that an organisation has to transform and exploit prior related knowledge and develop structures to further consolidate new ideas. Therefore, if a firm has not developed or built on previous knowledge over time, it will lack the capacity to absorb new knowledge and major technological changes. Despite this, the cumulative nature of an organisation's

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absorptive capacity and its relationship with expectation formation makes it path-dependent, whereby once a firm ceases investing in its absorptive capacity, assimilation and exploitation of new information may fail to materialise, irrespective of the value and importance of that information. This highlights that the level of existing knowledge prevailing in an organisation, as well as the extent to which prior knowledge and incoming knowledge are related, plays a key role in affecting firm-level absorptive capacity.

5.4.4 Organisation absorptive capacity and innovative work behaviour

The thorough definition of organisation absorptive capacity, together with its composition and attributes, paves the way for analysing how it relates to innovative work behaviour. The increasing high-speed and complex business environment has rightly called for focused attention on organisational innovation as the important driver of long-term success for firms (Trantopoulos, Krogh, Wallin & Woerter, 2017). Numerous organisations consistently seek and exploit opportunities for new external knowledge to foster such high-level innovation to enhance their competitive edge (Bongsun, Kim & Foss, 2016; Nonaka & Von Krogh, 2009). Given this, organisation absorptive capacity has become apparent as a vital avenue to push firms towards the prerequisite of recognising, assimilating and applying new external knowledge for innovative commercial purposes (Bongsun et al., 2016; Cohen & Levinthal, 1990). This becomes noteworthy because the ability to absorb and make use of external knowledge at the firm level can create significant benefits, including innovation through innovative work behaviour. It is vital to note that the seeming idea that the organisation's absorptive capacity fosters organisational learning and innovation is quite contentious because although some firms create the enabling environment, actual knowledge acquisition and information sharing have been limited.

The quest to explore connections between firms' innovativeness has led management researchers to undertake empirical studies to assess the link between organisation absorptive capacity and innovative work behaviour. For instance, Rho, Fabrizi and Lippert (2021) revealed that organisation absorptive capacity is positively and highly correlated with the innovative capability of the

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firms. Thus, the organisation's propensity to venture into innovative endeavours highly depends upon its ability to assimilate, transform, and apply new external knowledge. Another study by Kurniawan, Hartati, Qodriah and Badawi (2020) regarding the creative industry in Indonesia ascertained that a firm's absorptive capacity positively and significantly affects innovation capabilities. Also, Fabrizio (2009) revealed that organisational absorptive capacity positively influences innovation outcomes. Here, absorptive capacity at the firm level was captured as a dynamic ability of the entire organisation to recognise, assimilate and apply knowledge to produce innovative products, services or new work procedures. Likewise, Ali, Kan and Sarstedt (2016) confirmed from their study among industrial firms in South Korea that absorptive capacity positively affected organisational innovation behaviour and performance.

While these studies assessed the absorptive capacity of the organisation as a whole and its relationship with innovative work behaviour, other studies have concentrated on certain aspects or elements of the organisation, including leadership and research, and how they impact innovation and innovative behaviours. In an investigation of 8416 firms, Martinez-Senra et al. (2015) reported in their findings that a firm's absorptive capacity, which is backed by fundamental research practices, leads to the development and enhancement of innovative products. Chang, Gong and Peng (2012) found that organisational absorptive capacity, which is evident in the form of flexibility-oriented human resources management systems, affects firm-level innovative organisational climate. Rangus and Slavec (2017) also revealed that among 421 firms, organisational inventive characteristics positively impact overall innovativeness and performance. Naqshbandi and Tabsche (2018) further concluded in another study that organisational leadership shapes absorptive capacity within organisations, and this impacts innovation attempts.

The analysis of the association between organisational absorptive capacity and innovative work behaviour shows that the relationship is generally positive and significant. Nevertheless, while some studies assessed the absorptive capacity of the organisation in its entirety in its relationship with innovative work behaviour,

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other studies concentrated on certain organisational traits to determine how they shape innovative behaviours at the workplace. In essence, the main point remains that whether the organisation's absorptive capacity is studied in totality or reduced to certain organisational traits, it can impact innovation and workplace innovative behaviours. This association between organisational absorptive capacity and innovative work behaviour can be difficult to realise in certain situations. Thus, once the organisational absorptive capacity entails the absorptive capacities of employees collectively to succeed, some employees lack the dynamic ability to recognise, assimilate and apply the knowledge that would translate to innovative work behaviour at the workplace.

5.4.5 Organisation absorptive capacity as the moderator of innovative work behaviour

The analysis of the relationship between organisation absorptive capacity and innovative work behaviour sheds light on how and why connections exist between the two variables. In advancing the analysis, the role of the organisation's absorptive capacity as a moderator of innovative work behaviour is examined. This is because researchers recognise that organisation absorptive capacity moderates the relationship between innovative work behaviour and other variables like performance and growth (Engelen, Kube, Schmidt & Flatten, 2014; Kanwal, Nawaz, Nisar & Azeem, 2017). This means absorptive capacity at the organisational level is a viable attribute that can determine the strength (either high or low) of relationships involving innovative work behaviour. In terms of empirical research, numerous studies have been carried out to evaluate the moderating influence of organisation absorptive capacity on the relationship between innovative work behaviour and other variables, and these have shown diverse findings.

Firstly, among Chinese green manufacturing companies, Li et al. (2022) revealed that firm-level absorptive capacity significantly exerted a moderating influence between policy orientation and green innovation performance. This suggests that

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the absorptive capacity of organisations has the ability to increase or decrease the link between how adhering to rules and standards within enterprises influences innovation performance. The difficulty surrounding adherence to rules and standards at the workplace means that the ability of absorptive capacity to influence innovation performance may not materialise. Guimaraes, Thielman, Guimaraes and Cornick (2016) showed that organisational-level absorptive capacity significantly and positively moderates the relationships between independent variables of competitive intelligence, technology management, and innovation characteristics with the dependent variable of innovation success. However, organisation absorptive capacity failed to show a moderating effect between strategic leadership and innovation success. The lack of moderating effect of organisational absorptive capacity on strategic leadership and innovation success suggests that the impact of knowledge acquisition and use by organisations may be limited. Leadership and links to innovation success are sometimes unclear because some organisations practice leadership styles that tend to hinder growth and innovation. Such environments limit the organisation's absorptive capacity to make a real impact.

Furthermore, David, Yang, Pei and Moosa (2021) did a study among manufacturing SMEs in Kenya and reinforced the moderating role of organisation-level absorptive capacity in the link between organisational innovation culture and open innovation. The results highlight that the relationship between the organisation's innovative atmosphere or culture and open innovation becomes stronger if organisations show a high level of capacity to explore and exploit new external knowledge. Agramunt and Berbel-Pineda (2018) also found absorptive capacity, which is conceptualised as qualifications of human resources and organisational international profile, positively played a moderating role in the relationship between inter-organisational networks and innovative approaches. As a result, the inter-organisational network becomes more positively connected to innovative outcomes with increases in company-level absorptive capacity. Otair, Abualoush, Obeidat and Bataineh, (2022) again assert that absorptive capacity positively moderated the relationship between organisational knowledge sharing and innovation performance. Knowledge sharing in this model was facilitated by

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transformational leadership. This implies that in organisations where transformational leadership is not practised, it would be difficult for such knowledge to be shared and translated into innovation performance. Yet, it is possible for knowledge sharing and innovation performance to thrive in the presence of other leadership styles like transactional or strategic leadership.

Chang et al. (2021) disclosed in their study involving Taiwanese manufacturing companies that potential absorptive capacity at the firm level positively moderates the relationship between top management team bricolage and unit-level ambidexterity. Hence, higher organisational potential absorptive capacity strengthens the association between the innovative atmosphere created by the top management team and ambidexterity, which embraces multiple novelty-oriented strategies. In using realised absorptive capacity as a moderator in high-technology firms, Gong, Zhou and Chang (2013) found that the relationship between core knowledge, employee creativity and firm performance became positive when realised absorptive capacity was high. Increased realised absorptive capacity reinforces creativity among core employees, which is facilitated by organisational climate and engagement, and this can lead to improvement in organisational performance. Park and Rhee (2012) further revealed that absorptive capacity moderates the relationship between organisational networks and knowledge competencies. The organisational climate encourages the use of company network activities and promotes external knowledge acquisition for international expansion. Nevertheless, the underdeveloped organisational absorptive capacity that exists in certain firms fails to strengthen organisational networks and knowledge competencies.

Although most studies confirm the moderation effect of organisational absorptive capacity on the relationship between innovation attempts and other variables, some studies do not confirm such interaction effect. Naqshbandi and Tabsche (2018) conclude that organisational absorptive capacity failed to moderate the relationship between the organisational learning atmosphere and both inbound and outbound open innovation. This means higher or lower absorptive capacity at the organisational level does not impact the link between the organisational

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learning atmosphere and open innovation. Likewise, Ul zia, Burita and Yang (2022) affirm that firm-level absorptive capacity does not moderate the relationship between social capital and innovative capabilities among manufacturing firms in Pakistan. This means that firm-level absorptive capacity fails to impact the strength of the association between social capital and innovative capabilities in any significant way. The explanation for the futile moderation effects could be attributed to the overall measurement of organisational absorptive capacity as a single unit rather than separating into potential and realised absorptive capacity since they can generate different outcomes.

The empirical analysis in relation to the moderation role of organisation absorptive capacity on the relationship between innovative work behaviour and other antecedents demonstrates that the impact is either significant or not significant. Thus, while some studies confirm the moderation role of organisation absorptive capacity on innovative work behaviour, findings from other studies fail to support this moderation effect. The studies that reject the moderation influence could be context-specific, where organisational efforts towards research and development receive minimal attention or are related to the measurement of organisation absorptive capacity. Overall, due to most studies confirming the moderation role of organisational absorptive capacity, it becomes essential for firms to advance processes that foster organisational learning, a culture of innovativeness and dynamic capabilities. Although this might not come easily for some firms, it can enhance the acquisition, absorption and application of new external knowledge, which fortifies innovative-related endeavours for competitive advantage.

5.5 CHAPTER SUMMARY

The individual and organisational moderators of innovative work behaviour comprise the individual and firm-level factors that can impact the strength of innovative work behaviour relationships. For this study, the individual and organisational moderators used are employee absorptive capacity and the organisation absorptive capacity, respectively. The analysis further revealed that

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employee absorptive capacity and organisation absorptive capacity highly predicted innovative work behaviour. Despite this confirmation, it was depicted that the association involving employee absorptive capacity and innovative work behaviour can also be partial or insignificant. Moreover, regarding the link between organisational absorptive capacity and innovative work behaviour, it was found that while some studies assessed the absorptive capacity of the organisation in its entirety, other studies concentrated on certain organisational traits to determine how they shape innovative behaviours at the workplace.

The review has also demonstrated that employee absorptive capacity and organisation absorptive capacity moderated the relationship between innovative work behaviour and other variables. Thus, the moderation role of employee absorptive capacity and organisation absorptive capacity means they serve as effective variables that determine the strength of innovative work behaviour relationships. Hence, higher employee absorptive capacity and organisation absorptive capacity can translate to higher relationships and vice versa. Although the moderation capability of both employee absorptive capacity and organisation absorptive capacity was confirmed in most cases, it was seen that the interaction effects were not significant in certain studies. On the whole, absorptive capacity in organisations needs improvements to yield desired outcomes since some firms still lack the capability, resources, and alertness to acquire, absorb and apply new external knowledge to enhance competitive positioning.

CHAPTER 6: THE THEORETICAL AND CONCEPTUAL FRAMEWORKS

6.1 INTRODUCTION

The previous chapter evaluated the individual and organisational moderators of innovative work behaviour. It revealed that the ability of employees and organisations to acquire, transform and apply new external knowledge predicts innovative work behaviour and moderate innovative work behaviour relationships. This chapter concentrates on theoretical and conceptual frameworks emphasising Social Exchange Theory (SET) and Empowerment Leadership Theory (ELT), as well as linkages within various constructs of this study. The chapter particularly

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highlights how Social Exchange Theory (a theory based on social interactions) and Empowerment Leadership Theory (a theory based on coaching and delegation of authority) explain the process of transformation and innovativeness. The chapter further assesses the criticisms levelled against the theories and their applicability to the present study. The chapter ends with assessing the proposed conceptual framework for the study by exploring various linkages within the study variables.

6.2 THEORETICAL FRAMEWORK

As the preceding discussions show, leadership is a key element in innovation (Liu, 2015). Although numerous leadership theories exist, ELT is adopted for this study as it can explain transformational leadership and how it influences innovative processes within organisations (Cheong, Yammarino, Dionne, Spain & Tsai, 2019; Zhang & Gheibi, 2015). Thus, Empowerment Leadership Theory is used for this study because when leaders exhibit transformational leadership by inspiring employees to work much better, positive employee-related outcomes such as innovative work behaviour, self-efficacy, work engagement and absorptive capacity are attained.

In the same way, SET is adopted for this study because it helps explain the creation of work relationships that promote innovativeness (Chen, 2016). The Social Exchange Theory supports this study because interactions between leaders and their subordinates exist in the hospitality industry, which requires reciprocation based on costs and rewards. Hence, as hospitality leaders exhibit transformational leadership and motivate employees, the reciprocal effects become positive employee-related outcomes like innovative work behaviour, self-efficacy, work engagement and individual absorptive capacity. For these reasons, the SET and ELT underpin this current study.

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6.2.1 Social exchange theory

Social Exchange Theory (SET) is a notable theory with sociological and psychological roots that is used to explain social interactions (Cook, 2015). George C. Homans founded the SET, and prominent theorists, including Peter M. Blau and Richard Marc Emerson, advanced the theory from the sociological perspective (Mitchell, Cropanzano & Quisenberry, 2012). Moreover, psychologists like John Thibaut, Harold Kelley and Claude Lévi-Strauss are recognised for developing the SET from a psychological viewpoint (Cropanzano, Anthony, Daniels & Hall, 2017). Generally, the SET explains social behaviour among interacting parties whereby a cost-benefit analysis is implemented to ascertain identified risks and benefits (Cook, 2015). The SET postulates that if the perceived rewards outweigh the costs and risks, then the exchange is regarded as fruitful, but where the costs offset the benefits of the relationship, or if not reciprocated, this brings challenges of disaffection, mistrust and dissatisfaction, thereby inhibiting future exchanges (Mitchell, Cropanzano & Quisenberry, 2012; Chen, 2016).

According to the SET, the exchange brings both economic and social outcomes and rewards. Economic rewards are tangible outcomes from exchanges like money and precious minerals, whereas social rewards are intangible outcomes such as trust, loyalty, and mutual obligations (Xerri, 2012; Cook, 2015). Moreover, the SET is driven by self-interest and interdependence, which shapes the interaction process. This presupposes that individuals are self-centred and go into interactions and relationships by thinking of themselves and possible gains before making that commitment. In other words, individuals usually conduct evaluations on possible rewards to be gained, and if the interactions fail to generate satisfactory rewards for both parties, social exchange will not materialise. In short, Yin (2018) sums up that the underlying tenet of social exchange is that the overarching goal of human behaviour in interactions is to pursue maximum rewards and minimum costs.

Twenge, Konrath, Foster, Campbell and Bushman (2008) opine that the early proponents of SET mainly used the theory to illustrate interactive relationships

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between humans with their attitudes and behaviours. However, Kataria, Garg and Rastogi (2013) broadened the theory and highlighted that SET could be the foundation of the relationship between the organisation and its members (employees). Therefore, SET is about workplace actors (mostly supervisors) treating employees positively or negatively and initiating actions (Cropanzano et al., 2017). Thus, supervisors may initiate positive actions like administering justice at the workplace or providing employees with needed support, whereas negative actions might include abusive supervision, rudeness, and victimisation. These good or bad workplace actions tend to shape employees' reactions. In responding to these initiating actions at the workplace, employees reciprocate by exhibiting good or bad behaviours (Cropanzano et al., 2017). Hence, employees try to reciprocate with positive responses when the initiating actions are also positive and further endeavour to strike a balance in the exchange relationships in a mutually beneficial manner by building lasting social exchange relationships at work.

Social network ties and interactions at the workplace are believed to evolve into mutual commitments and only develop under ideal conditions (Xerri, 2012). This denotes that for employees to foster workplace relationships, it is necessary that they adhere to stated rules and norms of exchange to play their part in the exchange process. Thus, by abiding by the rules and norms guiding the exchange process, employees are likely to share and develop positive exchanges with co-workers and supervisors. On the part of organisations, companies that seek to build an environment for fruitful exchanges must implement mechanisms that support employees (Chen, 2016). This implies that such organisations must successfully provide employees with the required resources and information to be innovative and solve work-based problems. Employees perceive that such organisations, mechanisms and immediate supervisors must be supportive.

The SET has been applied to numerous fields, including interracial marriages (Lewis, 2012), relationships and social networking (Posey, Lowry, Roberts & Ellis, 2010; Shtatfeld & Barak, 2009), citizenship behaviour (Elstad, Christophersen & Turmo, 2011; Tinti, Venelli-Costa, Vieira & Cappellozza, 2017), and work settings

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(Agarwal, 2014; Yin, 2018). Within work settings, the SET has predominantly been used in organisational research. For example, a 25-year meta-analysis on organisational justice by Colquitt, Scott, Rodell, Long, Zapata, Conlon and Wesson (2013) revealed that SET variables, including trust, organisational support, organisational commitment, and leader-member exchange, significantly influence justice, employee behaviour and task performance. A Saks (2006) study also explained employee work engagement using the SET. The study indicated that work engagement and obligations are generated through a series of interactions between reciprocally interdependent parties. Thus, employees who receive economic and socioemotional resources from their organisations feel obliged to repay their firms with active engagement in job duties by devoting higher amounts of cognitive, emotional and physical resources. Conversely, employees withdraw and disengage from their roles when the firm fails to provide economic or emotional resources.

Researchers have used SET to study various attributes in the hospitality and tourism industry. These include hospitality codes (Coulson, MacLaren, McKenzie & O'Gorman, 2014), attitudes towards tourists (Ward & Berno, 2011), employee-organisation relationships (Meira & Hancer, 2021) and employee behavioural intentions (Chen, 2016). Specifically, within hospitality and tourism, Yang (2010) evaluated the causes and effects of job satisfaction among hospitality workers and disclosed that the use of social exchange to promote job satisfaction had a significant impact on investments made by workers on the job and their readiness to support each other. Also, Li, Sanders and Frenkel (2012) used the SET to investigate hospitality industry leaders and found that leaders who provided service and assistance voluntarily to encourage positive responses from subordinates also positively impacted employees' job preparedness to support each other. These imply that within the hospitality and other industries, SET shows that employees are normally ready to go the extra mile for the organisation when they receive the needed support, encouragement and resources.

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6.2.1.1 Criticisms

Although the SET has been beneficial in explaining social interactions at the workplace, it has faced some criticisms. Cropanzano et al. (2017) argue that the SET has overlapping constructs, lacks theoretical precision and has bipolarity assumptions, where negative constructs (e.g., abuse) emerge due to the absence of positive constructs (e.g., support). This inherent assumption of the SET is questionable because there are situational differences in positive-negative dichotomy, whereas the absence of something positive does not necessarily lead to negative outcomes. Miller (2005) also criticised the SET for overreliance on human interaction as solely rational processes, openness and intimacy.

Cropanzano and Mitchell (2005) contend that the theory lacks information about other possible outcomes as rules of exchange. Thus, SET hugely focuses on reciprocity as the main exchange rule with perceived mutual benefits. However, social engagement is sometimes guided by exchange rules like happiness, altruism and group success. Therefore, the SET could better be understood if additional research is conducted to determine the validity of extra exchange rules. Walczak (2015) supports this criticism by stating that people sometimes go beyond reciprocity within the exchange process and consider other elements like social responsibility, group benefits, status and rivalry. It has to be stated that these criticisms of SET regarding overlapping constructs, lack of theoretical precision and bipolarity assumptions have not affected its application in studies involving social interactions since it facilitates logical explanations. The SET helps organisations understand that positive actions need to be initiated, bringing positive responses to foster organisational growth and development. Hence, the SET is beneficial in explaining social interactions within organisations.

6.2.1.2 Application to present study

As indicated earlier, due to its valid theoretical enlightenment, the SET has been adopted to provide theoretical support for this study. Specifically, the main aspect of the theory applied to the study is the possible social rewards employees gain

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from interactions with their organisations. These possible social rewards form the vital cog of the SET for this study because the study seeks to examine how transformational leadership brings about outcomes that connect to innovativeness.

The SET is applied to this study because, within the hospitality industry, there are interactions between leaders and their subordinates that require reciprocation based on the costs and rewards associated with such relationships. As leaders exhibit transformational leadership and motivate employees in the Ghanaian hospitality industry to give their best, the reciprocal effect could be positive employee-related outcomes such as innovative work behaviour, self-efficacy, work engagement and individual absorptive capacity. Again, when leaders in the hospitality industry create an organisational innovation atmosphere characterised by creativity, teamwork, and problem-solving, employees could positively reciprocate them by exhibiting employee work engagement, absorptive capacity and innovative work behaviour.

Moreover, SET is fundamental to this study because it supports understanding the relationships and constructs within the study. Thus, positive supervisor-employee exchanges within the hospitality environment foster work engagement and self-efficacy, encouraging employees to work enthusiastically and confidently to ensure the organisation's success. Besides, the conducive exchanges in hospitality settings promote an atmosphere of innovativeness and inspire innovative behaviours in the workplace. The SET is further applicable to this study because it helps explain how constructive exchanges in organisations that endeavour to acquire, transform and apply new external knowledge can strengthen innovative behaviours among employees. Overall, according to the tenets of SET, the higher the application of transformational leadership, organisational innovation atmosphere and organisational absorptive capacity, the higher work engagement, self-efficacy and absorptive capacity among employees.

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6.2.2 Empowerment leadership theory

Empowerment Leadership Theory (ELT) is a leadership theory that is rooted in the supportive leadership of the 1960s and explains the process of coaching, delegating behaviours, relationship building and power sharing within organisations (Cheong et al., 2019; Liu, 2015). This means the theory centres on resource allocation with the aim of reducing dependence on high power and allocating independence and responsibilities to subordinates or teams through sets of conducive leadership behaviours. The ELT postulates that organisations that practice empowerment engage in delegation (Huertas-Valdivia, GallegoBurín & Lloréns-Montes, 2019). According to Zhang and Gheibi (2015), ELT advanced due to the shift in leadership research from wide-encompassing paradigms to concentrating on the effects of leader-subordinate relationships. The theory, therefore, became an alternative approach to examining the effectiveness of leaders and influence on subordinates. In view of this, empowering leadership has progressed to become the main focus in highlighting work significance, participating in decision-making, conveying confidence, and eliminating bureaucratic impediments.

ELT is shaped by two related perspectives. These are managerial practices, whereby the empowering behaviour of the leader plays the instrumental role and psychological empowerment, whereby the motivational state of employees is shaped by prevailing circumstances towards competence and self-determination (Amundsen & Martinsen, 2015; Cheong et al., 2019). The defining features of the perspectives of the ELT establish that there is the practice of empowerment and participation, which may trigger psychological enablement and initiative-taking among employees to bring out desirable work outcomes. Importantly, the managerial perspective of the ELT, characterised by coaching, empowerment, delegation and participation, gives the ELT a higher utility and key for contemporary organisations compared to other leadership theories. The widespread use is, therefore, due to the fact that the traits of ELT make it a relational approach to leadership that tends to encourage employees to assume ownership of tasks, take

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initiative and be creative, which can foster personal and organisational development.

Today, organisations all over the world are moving away from hierarchical leadership structures towards leadership that promotes the empowerment of employees. Practically, ELT supports that leaders must empower employees via authority transfer, engagement and involvement in decision-making, authority sharing, encouraging self-management at work and building confidence in employees (Amundsen & Martinsen, 2015; Liu, 2015; Zhang & Gheibi, 2015). In addition, autonomy and supportive supervision, which are championed by empowerment leadership, serve as key drivers for proactive work behaviours among employees (Peng, Yang & Huan, 2022). As a result, these leadership behaviours can propel and assist employees in developing a sense of capability and self-sufficiency as well as attitudinal and behavioural improvements, which increases motivation and performance. Accordingly, empowering leadership, which gives employees the opportunity for autonomy and support to undertake unstructured tasks, fosters role extensiveness, proactiveness and performance among employees.

The ELT has been applied to various fields in organisational research across various fields like education (Gkorezis, 2016), nursing (Udod & Racine, 2017), manufacturing (Bester, Stander & Van Zyl, 2015) and technology (Kyrgidou & Petridou, 2013). In the field of technology, for instance, Soliman (2020) revealed that positive and significant relationships between key attributes of leadership empowerment and categories promote technology transfer effectiveness. The study further showed that the coaching of employees had the greatest impact on the effectiveness of technology transfer, whereas employee monitoring exerted the lowest impact. This means coaching and supporting employees produced success compared to providing instructions when employees go wrong. Equally, Gold (2022) concluded that leadership that is based on empowerment behaviours had an inverse relationship with turnover intentions. This means firms that promote organisational features, including delegation, coaching and autonomy, make employees desire to stay rather than leave.

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Similarly, in the hospitality industry, the ELT has been used to investigate attributes like team innovative behaviours (Lin, Zhang, Ng & Zhong, 2022a), effects of empowering leadership under boundary conditions (Rescalvo-Martin, Castillo, Moreno-Marcial, Albacete-Saez & Llorens-Montes, 2022), effects of role stress on job thriving (Lin et al., 2022b), and shared leadership in event management (Abson & Schofield, 2022). Specifically, Peng, Yang & Huan (2022) applied empowerment leadership to study employee adaptiveness in luxury hotels and found that the empowering leadership approach impacted the service adaptive behaviour of employees. This was achieved through the exhibition of autonomy and competence in job roles, and this is key to the creation of service experience that is worth recommending to others. Again, Lin et al. (2019) applied the ELT and disclosed that middle-level empowering leadership positively influenced the service-oriented behaviours of employees in both direct and indirect ways. Wu and Chen (2015) further found that empowering leadership positively impacted psychological contract fulfilment, knowledge exchange and service performance. These show that the ELT and its attributes relate to positive antecedents in the hospitality sector.

6.2.2.1 Criticisms

Although ELT is generally linked to positive antecedents, it has generated academic debate due to some criticisms. Firstly, Alvesson and Einola (2019) criticise the ELT for being overly optimistic and too positive due to overreliance on studying or propagating only positive (empowering) practices and neglecting negative (disempowering) practices. This means leadership theories must concentrate on studying both positive and negative leadership practices simultaneously in order to appreciate the relevance of empowering leadership in human practices within organisations. Secondly, in advancing the extremely positive and optimistic argument against the ELT, researchers like Coun et al. (2021) concluded that empowerment in leadership is not all about the positives. They believe that the tenets of the theory and highly-professed positives are not

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always present within organisations since empowerment via autonomy sometimes has a direct, negative effect on workplace proactivity.

Another criticism relates to the application of empowerment leadership. According to Uhl-Bien and Arena (2017), the universal application of the theory is a bit challenging, especially for public organisations where bureaucracy is dominant. The theory is based on power sharing, independence, and the involvement of employees in decision-making processes. However, in the public sector, bureaucracy and some level of centralisation are widespread, and this makes the application of ELT problematic. Again, in a similar argument, Rønningstad (2019) maintains that empowerment leadership is not always the answer practically in less standardised work settings. This suggests that in complex and unpredictable work environments, the level of control given to employees, as postulated by the ELT, can be risky. This is because, in such situations, employees could rather feel empowered when leaders exhibit some level of control and organisational-level decision-making to provide strategic direction.

The theory that supports empowerment leadership is criticised for inadequate research in operationalising the tenets of the theory in real-life contexts (Northouse, 2018). This argument holds that little is known about the principles of shared decision-making, support and autonomy in reality and within empirical research. This is because most leadership studies concentrate on the personality traits of the leaders rather than looking at the prevailing circumstance in which people express such roles together with accompanying motivations. Lastly, others assert that empowerment in leadership must be treated with caution because it can stimulate workplace tension among employees (Cheong et al., 2016). Thus, when employees become empowered due to power sharing and independence, they sometimes handle that autonomy negatively, and bickering, tensions and undermining of colleagues become commonplace.

Although the ELT has faced criticisms for being extremely positive and illusive, concerns about universal application, the possibility of generating tensions, and inadequate real-life research, it has not affected its application and utility in

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organisational research because empowerment has come to stay, and the benefits are noteworthy for both employees and organisations.

6.2.2.2 Application to the present study

The ELT applies to this research because most hospitality firms are moving away from hierarchical leadership structures towards empowering leadership that fosters authority sharing, independence and engagement of employees in the decision-making process. Moreover, the ELT is relevant to this study because it is in line with the characteristics of transformational leadership, which is the primary independent variable of the study. Thus, as leaders exhibit transformational leadership by empowering and inspiring Ghanaian hospitality industry employees to work much better, the result could be positive employee-related outcomes such as innovative work behaviour, self-efficacy, work engagement, and individual absorptive capacity. Again, when Ghanaian hospitality industry leaders create an innovative organisational climate characterised by autonomy, sharing power and support, employees could be empowered positively to exhibit employee work engagement, absorptive capacity and innovative work behaviour.

Therefore, based on the theory of empowerment leadership, hotel employees working within the Ghanaian hospitality industry need to be involved in their organisations to become empowered to initiate and create innovative and creative solutions. This will make them engaged and self-efficacious to work with great enthusiasm and confidence to ensure organisational success. Also, such employees will endeavour to acquire, transform and apply new external knowledge to undertake extraordinary feats. Similarly, the organisation stands to benefit because, at the firm level, they also position themselves to obtain, transform and apply new external knowledge based on the application of power-sharing independence and engagement of employees in the decision-making process. Hence, applying ELT to this study is valid because it supports understanding the relationships and constructs within the study and benefits both employees and Ghanaian hospitality firms.

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6.3 CONCEPTUAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

The proposed conceptual framework explores the lack of clarity on whether significant relationships exist among the variables of transformational leadership style, innovative work behaviour, employee self-efficacy, and employee engagement, as well as how the organisation and employee absorptive capacities moderate these relationships. Figure 6.1 depicts the hypothesised relationships among the variables. In line with Slåtten and Mehmetoglu (2015), the proposed conceptual framework depicts the transformational leadership style and mediating and moderating factors that promote innovative work behaviour of employees in the hospitality industry in Ghana. Specifically, the study employs SET and ELT to explain the various linkages among transformational leadership, employee self-efficacy and work engagement, organisation innovation atmosphere, and innovative work behaviour.

Firstly, the proposed framework suggests that as hospitality organisations adopt a transformational leadership style, which is in line with the Empowerment Leadership Theory to manage employees at the workplace, there will be positive outcomes of innovative work behaviour, employee self-efficacy, employee work engagement and organisation innovation atmosphere. Thus, the high-level inspiration that comes with a transformational leadership style creates a culture of innovativeness in work behaviours that permeates across the workplace (Afsar, Badir & Saeed, 2014; Slåtten & Mehmetoglu, 2015). In this regard, employees inherently exhibit creativity, inventiveness and innovative behaviours. Also, using transformational leadership in hospitality organisations makes employees self-confident and self-assured to achieve extraordinary feats for themselves and their organisations (Andreeva et al., 2017; Shipton et al., 2017; Tims, Bakker & Xanthopoulou, 2011). Again, the principle of motivation linked with a transformational leadership style makes employees become engaged, and they show great enthusiasm in undertaking organisations' tasks to ensure success (Nortje, 2010; Wijaya, 2018). The transformational leadership approach further

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creates a work environment that is conducive to learning and innovation (Bamber, Bartram & Stanton, 2017; Hsiao, Chang & Tu, 2009). The resultant self-efficacy, work engagement and innovative climate establish that empowering employees via transformational leadership leads to positive social exchanges, which drives employees to reciprocate by displaying higher levels of innovative work behaviours in the organisation. Therefore, based on the above interrelationships, the study hypothesises that:

- *H_1: Transformational leadership style significantly influences innovative work behaviour.*
- *H_2: Transformational leadership style significantly influences employee self-efficacy.*
- *H_3: Transformational leadership style significantly influences employee work engagement.*
- *H_4: Transformational leadership style significantly influences the organisational innovation atmosphere*.

Moreover, the framework highlights that the various outcomes of positive social exchanges in the form of employee work engagement, self-efficacy, and organisation innovation atmosphere can influence innovative work behaviour within hospitality firms. Thus, the creation of a high-level work environment that is conducive to learning is bound to promote innovative work behaviours prevailing in the workplace (Friedman & Carmeli, 2018; Munir & Beh, 2019; Zhao et al., 2022). Also, engaging employees in the workplace encourages them to exhibit great enthusiasm in performing work-related tasks, and this fosters innovative work behaviours (Aryee et al., 2012; Dixit & Upadhyay, 2021; Kim & Koo, 2017). More so, self-esteem and self-confidence that are built amongst employees due to existing encouraging work circumstances further advance innovativeness in workplace behaviours (Kanapathipillai, Shaari & Mahbob, 2021; Kim, 2019). Therefore, in relation to the above interrelationships, the study further hypothesises that:

- *H_5: Organisational innovation atmosphere significantly influences innovative work behaviour.*

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- *H_6: Employee work engagement significantly influences innovative work behaviour.*
- *H_7: Employee self-efficacy significantly influences innovative work behaviour.*

Lastly, the conceptual framework shows the possible moderating effects of employee and organisational absorptive capacities on innovative work behaviour relationships. The incorporation of absorptive capacities in the above relationships is crucial because they can indirectly increase or decrease the strength of relationships involving innovative work behaviour at hospitality organisations (Kanwal et al., 2017; Qi, Jia & Zou, 2021; Qian & Jung, 2017). So, the framework depicts that the ability of employees and organisations to acquire, transform and apply new external knowledge moderates the relationships between innovative climate and innovative work behaviour (David et al., 2021; Elbaz, Agag & Alkathiri, 2018); transformational leadership and innovative work behaviour (Chang et al., 2018; Otair et al., 2022); work engagement and innovative work behaviour (Elbaz, Agag & Alkathiri, 2018; Gong, Zhou & Chang, 2013); and self-efficacy and innovative work behaviour (Wang, Yang & Xue, 2017). In connection with these moderating effects, the study again hypothesises that:

- *H_8: Absorptive capacity significantly moderates the influence of organisational innovation atmosphere on innovative work behaviour.*
- *H_9: Absorptive capacity significantly moderates the influence of transformational leadership style on innovative work behaviour.*
- *H_{10}: Absorptive capacity significantly moderates the influence of employee work engagement on innovative work behaviour.*
- *H_{11}: Absorptive capacity moderates the influence of employee self-efficacy on innovative work behaviour.*

These hypotheses are illustrated in the theoretical framework in Figure 6.

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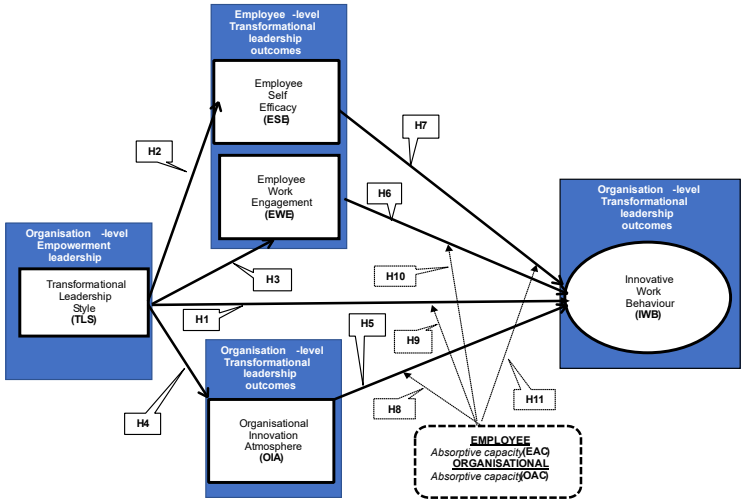

Figure 6. 1 Transformational leadership and employee innovative work behaviour

6.4 CHAPTER SUMMARY

The theoretical and conceptual frameworks comprise the adopted theories and proposed framework to investigate transformational leadership and innovative work behaviour. The review showed that the adopted theories of Social Exchange Theory and Empowerment Leadership Theory are suitable for this study because they have features of empowerment and rewards from social interactions, which can be used to explain how transformational leadership style can bring about innovativeness in the hospitality workplace.

The analysis further describes the proposed conceptual framework for the study, which explains the various interrelationships between the study variables. The framework first shows the direct relationships between transformational leadership style and variables, including innovative work behaviour, employee work engagement, employee self-efficacy, and the organisational innovation atmosphere. Likewise, the framework illustrates direct relationships regarding how variables of employee work engagement, self-efficacy and organisational innovation atmosphere impact innovative work behaviour. Lastly, the proposed framework shows the possible moderating effects of employee and organisational absorptive capacities on innovative work behaviour relationships. The review demonstrates that incorporating absorptive capacities is important because they

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can indirectly increase or decrease the strength of relationships involving innovative work behaviour at hospitality organisations.

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CHAPTER 7: RESEARCH METHODOLOGY AND FIELDWORK

7.1 INTRODUCTION

The previous chapter reviewed the theories and conceptual framework adopted for this study. The social exchange and empowerment leadership theories were adopted, whereas the developed conceptual framework highlighted various linkages within the study. Importantly, chapter six revealed that the empowerment leadership theory aligns with the transformational leadership style, which inspires employees and brings out by-products like self-efficacy, work engagement, and an atmosphere of organisational innovation connected to the social exchange theory. This chapter concentrates on research methodology and fieldwork with emphasis on research philosophy, research approach and design, population and sampling procedures, data collection process and fieldwork, data analysis and ethical considerations addressed to ensure the integrity of this study.

7.2 RESEARCH PHILOSOPHY

According to Kothari (2019), research philosophy or paradigm refers to the overall pattern of beliefs and standards that guides a scientific inquiry and provides researchers with the exact viewpoint to accomplish an investigation. In broader terms, Creswell (2018) states that research can be grouped under three main philosophies: positivism, interpretivism and pragmatism. Interpretivism relates to subjectivity in research and knowledge creation, whereby valid knowledge is created and accepted through individual experiences and how such experiences are interpreted (Creswell, 2018; Singh & Singh, 2015). Moreover, positivism promotes objectivity in research and requires that researchers detach themselves from the main object of the research and rather pursue the objective reality of the phenomenon (Creswell, 2018; Singh & Singh, 2015). Pragmatism argues that research should embrace positivist and interpretive viewpoints since it is virtually impossible to arrive at truth using only one paradigm (Tashakkori, Teddlie & Biesta, 2015). Positivism follows the quantitative approach, interpretivism follows the

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qualitative approach, and pragmatism is more suited to mixed-method studies (Nunkoo, 2018).

Based on these three paradigms, the study followed the positivist philosophy. Ideally, the positivist paradigm enables researchers to predict and explain knowledge of inquiry through confirmation or rejection of hypotheses (Creswell, 2018; Singh & Singh, 2015). Given this, the positivist paradigm was appropriate for this research because of its suitability for quantitative research and assessment of relationships, mediation and moderation effects among the variables investigated in the hotel industry (Creswell, 2018; Schindler, 2022). Furthermore, as a feature of the positivist paradigm, the researcher remained independent of the studied phenomenon. The use of large sample sizes and numerical data in questionnaires and statistical analysis to interpret data additionally justified the need to adopt the positivist paradigm.

7.3 RESEARCH APPROACH AND DESIGN

7.3.1 Research approach

According to Saunders, Lewis and Thornhill (2019), the research approach must be well-defined during the conceptualisation of the research, and this must be linked to the research philosophy. Singh and Singh (2015) stressed that the research approach provides a framework for how the researcher perceives reality. Creswell (2018) identified three major approaches used in conducting research: quantitative, qualitative, and mixed-method approaches. Clark, Foster, Sloan and Bryman (2021) highlight that while these different approaches have their strengths and weaknesses, the choice of approach made by the researcher depends on the adopted research paradigm, methodological tools and the type of data used in the research. A quantitative approach was adopted for this study.

As highlighted by Creswell (2018), the quantitative approach involves gathering numerical data to explore deductive relationships among variables and maintain

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objectivity as the worldview towards understanding reality. Bryman (2016) agrees that the quantitative approach is connected to the positivist research paradigm and suggests that researchers are unbiased in investigating an occurrence. Quantitative research focuses on establishing relationships between variables to help explain various phenomena by using research hypotheses (Singh & Singh, 2015; Creswell, 2018). Hence, the quantitative research approach was adopted for this study since the researcher tested hypotheses to either approve or disprove them. This enhanced the researchers' understanding of the relationships between the variables under study.

7.3.2 Research design

Various researchers agree that research design represents the blueprint of research, which deals with four main problems: research questions to guide the study, types of data to collect, methods of data collection, and data analysis procedure (Bryman 2016; Creswell, 2018; Saunders, Lewis & Thornhill, 2019). Thus, the research design must address these four concerns, and significantly, the research design goes beyond a work plan because the main purpose is to help avoid a situation whereby the evidence or research results fail to address the initial research questions. Creswell (2018) further adds that research design addresses logical problems and details how the investigator deals with the critical issue of generalisation. Research design can take several forms, including descriptive, cross-sectional, experimental, correlational, diagnostic, and explanatory (Creswell, 2018; Saunders, Lewis & Thornhill, 2019). For this study, the cross-sectional survey research design was used.

Creswell (2018) explains that a cross-sectional survey supports data gathering from a large sample within a specific period to assess opinions regarding a phenomenon being investigated. Therefore, the cross-sectional survey research design was justifiable for this study because the researcher gathered opinions of hotel employees in the Volta Region of Ghana on the variables being investigated in their respective work settings. Consistent with the cross-sectional survey design,

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data from employees of hotels in the Volta Region of Ghana were gathered only once (Creswell, 2018; Schindler, 2022).

7.4 POPULATION AND SAMPLING

Kothari (2019) states that the population in research can be categorised as the target and study populations. Sekaran and Bougie (2016) point out that the target population deals with the entire group of individuals, units or subjects, while the study population entails the specific individuals or units involved in the study. As a result, in relating the above explanation to the present study, the target population covered all hotels in Ghana, whereas the study population comprised all hotels and employees in the Volta Region of Ghana.

Clark et al. (2021) contend that since it is impossible to involve everyone in the study population in research, the theme of sampling must be applied. Therefore, by this assertion, the researcher admitted that it was virtually unfeasible to use all employees in the hotels in the Volta Region as study respondents, so it was prudent to resort to sampling. According to Saunders, Lewis, and Thornhill (2019), sampling is the process of selecting individuals, cases, or subjects for the researcher to participate in the research, and the number chosen from the group is known as the sample size.

Currently, there are 30 star-rated hotels in the Volta Region. Enquiries conducted with managers of these hotels suggested that none employ less than 30 workers, while the maximum number is 45. It must be noted that some of the employees, such as managers and supervisors, occupy senior positions. The enquiry also revealed that each hotel has a manager and no less than 6 supervisors. Based on these figures, 20 junior-level employees, 1 manager and 6 supervisors were randomly selected from each hotel. Therefore, 27 respondents were sampled from each hotel, making a total sample size of 810 respondents, most of whom were randomly selected and a few (seniors) proportionately selected, which aligns with the tenets of random sampling procedures.

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7.5 DATA COLLECTION

Data collection refers to the overall procedure, including the tools researchers use to elicit data and information logically and coherently (Bryman, 2016). Nunkoo (2018) mentioned that the research approach and design normally influence the tools or techniques for data collection. Given this, the quantitative tool of a structured questionnaire was used to collect data for this study. Yilmaz (2013) explained that a structured questionnaire is a data collection tool containing predetermined response groupings that allow the capturing of respondents' viewpoints and opinions. Sekaran and Bougie (2016) added that structured questionnaires are ideal for studies involving large samples that seek to perform quantitative analysis, similar to this study. In addition, Saunders, Lewis and Thornhill (2019) opine that a structured questionnaire helps improve the quality of research output by using standardised questions that can be interpreted the same way with targeted respondents.

The structured questionnaire comprised 7 sections. Section 1 gathered demographic data, whereas sections 2 – 7 gathered data using 6 existing structured questionnaires adapted to suit the present study. These questionnaires are: (a) The Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1997) to measure transformational style; (b) The Innovative Working Behaviour Questionnaire developed by Janssen (2003); (c) The Absorptive Capacity Scale designed by Flatten et al. (2011); (d) Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al. (2002); (e) Occupational Self-efficacy Scale developed by Rigotti, Schyns and Mohr (2008); and (f) The Creative Climate Questionnaire (CCQ) developed by Ekvalls (1996). All of these are public domain documents; therefore did not permission to use.

The justification for using these questionnaires was due to the quantitative nature of the study as well as the alignment and direct relationship of the modified questionnaires to the present study. Moreover, these questionnaires were again used because Bryman (2016) advised that in the process of data collection, it is expedient that researchers use the simplest but most effective tool to elicit data.

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Therefore, since these are existing valid questionnaires that have been designed to measure the constructs used in the study, it was prudent that the researcher modified these existing questionnaires to conform to the present study.

The data collection process entailed a formal introduction, actual data collection and finalisation. The formal introduction phase involved the researcher obtaining an introductory letter from the Faculty of Research and Innovation Committee of the Central University of Technology, which was presented to the hotels. This letter formally explained the purpose of the research and introduced the principal investigator. This was followed by actual data collection, which lasted for three months (due to delays), whereas the finalisation phase was used to conclude rescheduled appointments to complete the data collection exercise. The researcher administered the questionnaire together with four trained research assistants.

7.5.1 Pilot study

A pilot study denotes a mini-research project to collect data from respondents who are similar to those expected to participate in the full study (Burns & Veeck, 2019). For this present study, a pilot study was carried out among selected hotels in Accra, the capital of Ghana, over one week. The main objective of the pilot study was to pre-test the six adapted structured questionnaires that were subsequently used as data collection instruments for this research to guarantee data quality and accuracy. Moreover, the pre-testing was performed to reduce the risk of a flawed research process. Overall, the pilot study helped the researcher determine whether the research instruments required changes.

7.5.2 Validity and reliability assurance

In the research process, reliability and validity represent the two key factors that are usually considered during the design, analysis of results and judging the data quality to ensure consistency and conformance (Schindler, 2022; Singh & Singh,

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2015). In applying an approach akin to Creswell (2018), this study's primary measure of reliability was composite reliability using Cronbach's alpha values. Moreover, discriminant validity was achieved, highlighting how constructs were distinctively different from other constructs empirically (Hair et al., 2022). The pilot study effectively ensured reliability and validity in this research since stringent methodological approaches were followed (Clark et al., 2021; Singh & Singh, 2015).

Significantly, threats to reliability and validity were minimized in several ways. Reliability threats were addressed by minimizing measurement error, sampling error and scoring variability (Clark et al., 2021; Creswell, 2018). Measurement error was minimized by conducting a pilot study to refine measurement instruments, using established and validated measures and ensuring clear and definite wording of questions. Sampling error was minimized by using a random sampling technique to increase the likelihood of obtaining a representative sample while the sample size was also adequate. Scoring variability was lessened by developing clear scoring guidelines and provision of training to researchers involved in data collection and coding.

Furthermore, the threat to validity was minimized by enhancing construct validity and measurement validity (Clark et al., 2021; Creswell, 2018). Construct validity was enhanced by conducting a thorough literature review to select valid measurement instruments and the use of multiple indicators for each construct to enhance quality. Also, measurement validity was achieved by using established and validated measurement scales, the conduct of pilot testing to assess the clarity and comprehensibility of the measurement items, and the assessment of convergent and discriminant validity. Therefore, threats to reliability and validity were minimized through careful study design, rigorous measurement procedures, and appropriate data analysis techniques to enhance the quality and trustworthiness of the research.

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7.6 DATA ANALYSIS

Data analysis is the procedure a researcher uses to summarise raw data and interpret them to derive meanings, establish relationships and determine patterns (Clark et al., 2021; Creswell, 2018; Saunders, Lewis & Thornhill, 2019). Data was analysed quantitatively using IBM-SPSS version 27 and SmartPLS version 4. The SPSS was used to generate descriptive statistics, whilst SmartPLS version 4 was used to conduct PLS-SEM analysis. Following an approach similar to the one explained by Pallant (2020), the completed questionnaires were cross-checked to correct probable mistakes and ensure completeness and consistency. The reviewed questionnaires were then coded and entered into the statistical packages for the various analyses. The data analyses based on the hypotheses are presented in the table below.

Table 7.1 Outline of data analysis

Objectives	Data Analysis
To examine the impact of transformational leadership style on innovative work behaviour.	Path analysis
To examine the impact of transformational leadership style on employee self-efficacy.	Path analysis
To examine the impact of transformational leadership style on employee work engagement.	Path analysis
To examine the impact of transformational leadership style on organisational innovation atmosphere.	Path analysis
To examine the impact of organisational innovation atmosphere on innovative work behaviour	Path analysis
To examine the impact of employee engagement on innovative work behaviour	Path analysis
To examine the impact of self-efficacy on innovative work behaviour.	Path analysis
To examine the moderating effect of absorptive capacity on the relationship between organisational innovation atmosphere and innovative work behaviour.	Covariance-based Structural Equation Modelling
To examine the moderating effect of absorptive capacity on the relationship between transformational leadership style and innovative work behaviour.	Covariance-based Structural Equation Modelling

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To examine the moderating effect of absorptive capacity on the relationship between work engagement and innovative work behaviour.	Covariance-based Structural Equation Modelling
To examine the moderating effect of absorptive capacity on the relationship between self-efficacy and innovative work behaviour.	Covariance-based Structural Equation Modelling

7.7 INSTRUMENT VALIDATION

The structured questionnaire achieved satisfactory reliability and validity in the measurement model.

7.7.1 Reliability and convergent validity

The rho_a and Cronbach's alpha scores prove internal reliability for the items measuring the latent constructs achieved for the primary data collected by the subscales (Cronbach's alpha > 0.7; rho_a > 0.7). Composite reliability was satisfactory for all the latent constructs (rho_c > 0.7). Convergent validity was achieved for all the latent constructs (AVE > 0.5) (see Hair et al., 2022). The results for reliability and convergent validity are shown in Table 7.2.

Table 7.2 Construct reliability and convergent validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Transformational Leadership Style	0.891	0.914	0.916	0.648
Innovative Work Behaviour	0.950	0.955	0.962	0.834
Absorptive Capacity	0.927	0.945	0.941	0.697
Employee Work Engagement	0.894	0.936	0.916	0.618
Employee Self-Efficacy	0.923	0.933	0.941	0.728
Organisational Innovation Atmosphere	0.930	0.934	0.945	0.742

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7.7.2 Discriminant validity

The results in Table 7.3 showed that there is no threat of discriminant validity for the pairs of the latent constructs, given the performance of their respective indicators in the estimated model (HTMT ratio < 0.85) (see Hair et al., 2022).

Table 7.3 Discriminant validity

	HTMT Ratio
Employee Self-Efficacy <-> Absorptive Capacity	0.551
Employee Work Engagement <-> Absorptive Capacity	0.873
Employee Work Engagement <-> Employee Self-Efficacy	0.664
Innovative Work Behaviour <-> Absorptive Capacity	0.757
Innovative Work Behaviour <-> Employee Self-Efficacy	0.654
Innovative Work Behaviour <-> Employee Work Engagement	0.784
Organisational Innovation Atmosphere <-> Absorptive Capacity	0.717
Organisational Innovation Atmosphere <-> Employee Self-Efficacy	0.409
Organisational Innovation Atmosphere <-> Employee Work Engagement	0.680
Organisational Innovation Atmosphere <-> Innovative Work Behaviour	0.454
Transformational Leadership Style <-> Absorptive Capacity	0.598
Transformational Leadership Style <-> Employee Self-Efficacy	0.428
Transformational Leadership Style <-> Employee Work Engagement	0.504
Transformational Leadership Style <-> Innovative Work Behaviour	0.630
Transformational Leadership Style <-> Organisational Innovation Atmosphere	0.506

7.8 ETHICAL CONSIDERATIONS

Ethical considerations are the issues that require resolution to enhance the integrity of research, particularly when human beings are the subject of the research (Burns & Veeck, 2019). Hence, ethical clearance was sought from two places to follow the appropriate procedure. First, ethical clearance was sought from the Faculty of Research and Innovation Committee of the Central University of Technology, Free State and the management of hotels in the Volta Region with a thorough explanation of the motive of the study. The researcher sought approval from the

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hotels before administering questionnaires to their employees. The subjects were informed verbally by relaying any information the respondents might need to make informed decisions in participating or otherwise.

Like Bryman (2016), the other ethical issues considered in this study were voluntary participation, full consent, confidentiality, privacy and maximum respect. First, the researcher ensured that participation in the research was completely voluntary. Consent was also instituted as a questionnaire preamble, and respondents were free to decline participation. In addition, there was no disclosure of respondents' identities, which ensured anonymity and privacy, and responses were kept confidential. Furthermore, maximum respect was given to all respondents by giving them the prerogative to discontinue the data collection exercise if they feel threatened. In such an unlikely situation, the researcher explained to respondents that this research does not personalise or harm them. Overall, the researcher was guided by the principles of avoiding bias, incorrect reporting, and appropriate use of the research information.

7.9 CHAPTER SUMMARY

The research methodology and fieldwork outlined the methodological choices adopted to conduct the study. The discussion showed that the research followed the positivism philosophy and quantitative approach and used a cross-sectional survey design to address transformational leadership and innovative work behaviour in the hotel sector. The review also indicated that the study population comprised all 30 star-rated hotels in the Volta Region of Ghana, whereby 27 employees were sampled from each hotel to arrive at the sample size of 810 respondents who were predominantly sampled randomly. Data collection was done by modifying existing structured questionnaires to measure the key constructs of the study. Importantly, before the actual data collection, a pilot study was carried out to determine the suitability of the research constructs. Lastly, the analysis of methodology demonstrated that data analysis was done using SPSS Version 27 and SmartPLS Version 4 to conduct the analyses primarily through descriptive

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statistics and PLS-SEM. The study considered the ethical issues of voluntary participation, full consent, confidentiality, privacy, maximum respect, and appropriate use of research information without bias to ensure the overall research methodological procedures promoted integrity and conformed to social research.

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CHAPTER 8: RESULTS AND DISCUSSION

8.1 INTRODUCTION

Chapter 7 provided a detailed description of the research methodology. It also explained the logic and rationale behind the various choices. This chapter presents the research findings and analysis of the structured questionnaire. The sample used was 795, representing a 98.15% response rate from the targeted 810 respondents. Both descriptive and inferential statistics were used to analyse and interpret data. IBM-SPSS Version 27 was used to generate descriptive statistics, whilst SmartPLS Version 4 was used to conduct PLS-SEM analysis. The first section of the analysis presents the data on the demographic characteristics of respondents, whereas the second section provides data to test research hypotheses. Moreover, the chapter discusses research findings with previous studies.

8.2 DESCRIPTIVE STATISTICS

Descriptive statistics are comprised of statistics used to summarise and organise data and provide descriptive information about datasets. These include frequency, mean and standard deviation (Schindler, 2022). Therefore, frequency tables were used to describe data and highlight frequencies and percentages. In addition, mean, standard deviation, skewness and kurtosis were used to present constructs.

8.2.1 Demographic profile of respondents

This section analyses the demographic information of respondents. The demographic data comprised of age, gender, highest level of qualification, monthly salary, department of respondents and work experience.

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8.2.1.1 Gender

In question 1, respondents indicated their gender. As shown in Table 8.1, there were 380 male and 415 female respondents. This represents 47.8% and 52.2% of 795 respondents, respectively.

Table 8.1: Gender of respondents

Gender	Frequency	Per cent
Male	380	47.8
Female	415	52.2
Total	795	100.0

8.2.1.2 Age

In question 2, respondents indicated their age range. The results are shown in Table 8.2.

Table 8.2: Age of respondents

Age	Frequency	Per cent
Under 30 years	177	22.3
31-35 years	265	33.3
36-40 years	273	34.3
41-45 years	50	6.3
More than 45 years	30	3.8
Total	795	100.0

Most respondents were aged between 36 and 40 (34.3%). Those who followed this age range were in the 31-35 age range, which constituted 33.3% of the results. Also, 22.3% of respondents were under 30 years old, whilst 6.3% were in the 41-45 age range. Only 3.8% of respondents were more than 45 years old.

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8.2.1.3 Highest level of qualification

In question 3, respondents indicated their highest level of educational qualification. As displayed in Table 8.3, the study proves that 37.5% of respondents have obtained a bachelor's degree/advanced diploma. Interestingly, 31.6% have other qualifications that were not captured as part of the categories in this study. This was followed by those with an advanced diploma certificate, which comprised 24.9%. Moreover, 3.3% and 2.8% of respondents have master's/postgraduate diploma certificates and doctorate degrees, respectively.

Table 8.3: Highest qualifications

Highest education	Frequency	Percent
Diploma Advanced Certificate	198	24.9
Bachelors' Degree/Advanced Diploma	298	37.5
Masters Postgraduate Diploma	26	3.3
Doctor's Degree	22	2.8
Other	251	31.6
Total	795	100.0

8.2.1.4 Monthly salary

In question 4, respondents were requested to indicate their monthly salary range. Table 8.4 summarises the responses.

Table 8.4: Monthly salary of respondents

Salary	Frequency	Per cent
Below 1,000 Cedis	275	34.6
1,000-2,000 Cedis	247	31.1
2,001-3000 Cedis	99	12.5

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	3,001-4,000 Cedis	114	14.3
	Above 4,000 Cedis	60	7.5
	Total	795	100.0

Most respondents receive monthly salaries below 1000 Cedis per month (34.6%). This was followed by those who earned between 1,000 and 2000 Cedis (31.1%). In addition, 14.3% earned 3,001 to 4000 Cedis, whilst 12.5% earned 2001 and 3000 Cedis. Only 7.5% earn above 4000 Cedis.

8.2.1.5 Department

In question 5, respondents indicated their department in the hotel and the responses are presented in Table 8.5.

Table 8.5: Department of respondents

Department		Frequency	Per cent
	Housekeeping	153	19.2
	Front Office	91	11.4
	Catering	158	19.9
	Sales/Marketing	161	20.3
	HR	60	7.5
	Accounts	69	8.7
	Maintenance	49	6.2
	Security	54	6.8
	Total	795	100.0

The findings showed that most respondents worked in their respective hotels' sales/marketing sections (20.3%), followed by those in the catering sections (19.9%). 19.2% worked with housekeeping units, whilst 11.4% were stationed at the front office. Also, 8.7% work in the accounts sections of their hotels, whilst 7.5%

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form part of the HR unit. Again, 6.8% worked under security, whilst the remaining 6.2% worked with maintenance.

8.2.1.6 Years worked at the hotel

Lastly, in question 6, respondents provided data on work experience. As illustrated in Table 8.6, most respondents have worked below five years, representing 88.4%. However, only 5.0% have worked with their respective hotels between 6-10 years, followed by those with 16-20 years (2.5%). More so, 2.1% have been with their hotels for 11-15 years, whereas only 1.9% have worked with their hotels for over 20 years. The findings demonstrate that the length of service among respondents was generally low.

Table 8.6: Number of years worked at the hotel

Work experience	Frequency	Per cent
Below 5 years	703	88.4
6-10 years	40	5.0
11-15 years	17	2.1
16-20 years	20	2.5
Over 20 years	15	1.9
Total	795	100.0

8.2.2 Descriptive statistics of constructs

The descriptive statistics of constructs used for the inferential analyses are presented.

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8.2.2.1 Transformational leadership

The transformational leadership construct was first presented; the results are shown in Table 8.7.

Table 8.7: Descriptive statistics of transformational leadership

	N	Min	Max	Mean	Std. Dev.	Skewness		Kurtosis	
	Stat	Stat	Stat	Stat	Stat	Stat	Std. Error	Stat	Std. Error
Leadership in this hotel supports workers towards the achievement of goals and growth	795	1.00	7.00	5.2327	1.92882	-.956	.087	-.485	.173
I consider that leadership in this hotel encourages innovative thinking	795	1.00	7.00	4.9698	1.94744	-.908	.087	-.531	.173
Leaders consider the moral and ethical consequences of their actions	795	1.00	7.00	4.9522	1.72337	-.900	.087	-.108	.173
I am challenged to deliver extraordinary results	795	1.00	7.00	4.9509	1.69868	-.841	.087	-.288	.173
I am encouraged at work by my supervisors	795	1.00	7.00	4.8478	1.73299	-.687	.087	-.768	.173
Leadership in this hotel emphasises a desirable vision	795	1.00	7.00	4.8176	2.04501	-.563	.087	-1.205	.173
I feel motivated by the leadership style in this hotel	795	1.00	7.00	4.6893	1.89267	-.783	.087	-.556	.173
Leaders act with integrity	795	1.00	7.00	4.6868	1.50942	-.116	.087	.362	.173
My effort at work is appreciated	795	1.00	7.00	4.6843	1.82128	-.563	.087	-.858	.173
I think that leadership in this hotel pays attention to the needs of workers	795	1.00	7.00	4.5321	1.76801	-.852	.087	-.557	.173
Leaders go beyond their interests for employees	795	1.00	7.00	4.4428	1.70351	-.340	.087	-.686	.173
Leaders talk about their values and beliefs only	795	1.00	7.00	4.2943	1.74550	-.263	.087	-1.301	.173
I consider that leadership in this hotel helps develop people	795	1.00	7.00	4.1987	1.64654	-.508	.087	-.746	.173

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Leaders work with employees with pride	795	1.00	7.00	3.9623	1.67620	-.085	.087	-.950	.173
I see that leadership in this hotel focuses on coaching/mentoring	795	1.00	7.00	3.6478	1.61127	-.117	.087	-.878	.173
Leadership supports tackling old situations in new ways	795	1.00	32.00	3.2126	1.87958	4.890	.087	68.169	.173
Leaders question assumptions of problems to help employees address problems innovatively	795	1.00	7.00	2.8642	1.97826	.879	.087	-.636	.173
Leaders inspire workers with power in this hotel	795	1.00	7.00	2.7660	1.56250	1.125	.087	.422	.173
Leaders reframe problems for workers to make them solvable	795	1.00	7.00	2.4151	1.49770	1.337	.087	1.260	.173
I see that leadership in this hotel focuses on building trust	795	1.00	7.00	2.3811	1.85613	1.356	.087	.416	.173

The descriptive statistics for transformational leadership style were shown by eliminating missing values and outliers. The minimum and maximum values are within an acceptable range, and other relevant information, such as mean and standard deviation, skewness and kurtosis, are provided to confirm the normality of data.

8.2.2.2 Innovative work behaviour

The innovative work behaviour construct was then presented, and the results are shown in Table 8.8.

Table 8.8: Descriptive statistics of innovative work behaviour

	N	Minimum	Maximum	Mean	Std. Dev.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
I make key organisational members enthusiastic about innovative ideas	795	1.00	7.00	5.5296	1.57997	-1.332	.087	.967	.173

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I am able to transform innovative ideas into useful applications	795	1.00	11.00	5.4491	1.77468	-1.179	.087	.498	.173
I am able to cleverly initiate innovative ideas into the work environment	795	1.00	7.00	5.0943	1.51978	-.984	.087	.349	.173
I give my approval to innovative ideas	795	1.00	7.00	4.8881	1.39043	-1.045	.087	.477	.173
I am able to evaluate the value of innovative ideas	795	1.00	7.00	4.7761	1.68940	-.405	.087	-.994	.173
I am given the opportunity to develop my creative potential	795	1.00	7.00	4.4277	1.91000	-.197	.087	-1.264	.173
I am able to mobilise and support innovative ideas	795	1.00	7.00	4.3962	1.45814	-.506	.087	-.491	.173
I try to generate original solutions for problems	795	1.00	7.00	3.9635	1.63323	-.014	.087	-.986	.173
I look out for new working methods, techniques or instruments to solve problems	795	1.00	7.00	3.7824	1.89967	.285	.087	-1.416	.173
I am able to create new ideas for difficult issues and situations	795	1.00	7.00	3.7321	2.22306	.381	.087	-1.481	.173
I consider myself to be a creative/innovative person	795	1.00	7.00	3.0528	2.41161	.473	.087	-1.632	.173

The descriptive statistics for innovative work behaviour were shown by eliminating missing values and outliers. The minimum and maximum values are within the acceptable range, and other relevant information, such as mean and standard deviation, skewness, and kurtosis, are provided to confirm the normality of the data.

8.2.2.3 Absorptive capacity

The absorptive capacity construct was presented; the results are shown in Table 8.9.

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Table 8.9: Descriptive statistics of absorptive capacity

	N	Minimum	Maximum	Mean	Std. Dev.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
The hotel can work more efficiently by adopting new technologies	795	1.00	7.00	5.2503	1.53186	-1.092	.087	.905	.173
The regularly reconsiders technologies and adapts them with new knowledge	795	1.00	7.00	5.1723	1.39962	-.981	.087	1.019	.173
There is a quick information flow in this hotel where information from one department is shared promptly with all departments	795	1.00	7.00	4.9182	1.80319	-.887	.087	-.569	.173
Hotel management supports the development of examples to be followed	795	1.00	7.00	4.8755	1.52505	-1.118	.087	.424	.173
Hotel management emphasises inter-departmental support to solve problems	795	1.00	7.00	4.6164	1.64477	-.641	.087	-.803	.173
Employees in this hotel can apply new knowledge in their practical work	795	1.00	7.00	4.4654	1.42034	-.548	.087	-.140	.173
Employees in this hotel can successfully link existing knowledge to their practical work	795	1.00	7.00	4.1321	1.83279	.289	.087	-1.087	.173
Ideas and concepts are communicated across various departments in this hotel	795	1.00	7.00	4.0000	1.54854	-.373	.087	-.444	.173
Hotel management expects that employees also search for information beyond our industry	795	1.00	7.00	3.5434	1.52199	.630	.087	-.176	.173
Employees in this hotel can grasp new knowledge and make	795	1.00	7.00	3.3006	1.84785	.569	.087	-.988	.173

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it available when needed									
Hotel management motivates employees to use information sources within our industry	795	1.00	7.00	3.1698	1.70718	.544	.087	-.770	.173
This hotel searches for relevant information concerning our industry daily	795	1.00	7.00	2.9044	1.98950	.522	.087	-1.247	.173
Employees in this hotel can structure and use collected knowledge	795	1.00	7.00	2.8792	2.01393	.848	.087	-.902	.173
Hotel management demands periodical inter-departmental meetings to share new ideas, developments, problems, etc	795	1.00	7.00	2.8252	1.94596	.961	.087	-.483	.173

The descriptive statistics for absorptive capacity were shown by eliminating missing values and outliers. The minimum and maximum values are within the acceptable range, and other relevant information, such as mean and standard deviation, skewness and kurtosis, are provided to confirm the normality of data.

8.2.2.4 Employee work engagement

The employee work engagement construct was presented, and the results are shown in Table 8.10.

Table 8.10: Descriptive statistics of employee work engagement

	N	Minimum	Maximum	Mean	Std. Dev.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
I feel happy when I am working a lot	795	1.00	7.00	5.1962	1.55236	-.868	.087	.202	.173

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I find the work that I do to be full of meaning and purpose	795	1.00	7.00	5.0264	1.48139	-.773	.087	.126	.173
I am proud of the work I do	795	1.00	7.00	4.9686	1.45123	-.798	.087	.347	.173
Time flies when I am working	795	1.00	7.00	4.9472	1.97394	-.729	.087	-.864	.173
I am enthusiastic about my job	795	1.00	7.00	4.9308	1.51366	-.774	.087	-.022	.173
I am immersed in my work	795	1.00	7.00	4.9044	1.58024	-.744	.087	.131	.173
I forget about everything else around me when I am working	795	1.00	7.00	4.8981	1.52260	-.742	.087	-.189	.173
The work I do in the hotel is challenging	795	1.00	7.00	4.7811	1.97845	-.284	.087	-1.428	.173
I get carried away when I am working	795	1.00	7.00	4.7220	1.93391	-.292	.087	-1.167	.173
I am very resilient and mentally strong at work	795	1.00	7.00	4.6679	1.64490	-.328	.087	-.442	.173
I feel strong and vigorous at work	795	1.00	7.00	4.6164	1.62241	-.519	.087	-.971	.173
I find it difficult to detach myself from my job	795	1.00	7.00	4.4352	1.93125	-.177	.087	-1.336	.173
The work I do in this hotel inspires me	795	1.00	7.00	4.4164	1.77059	-.096	.087	-.960	.173
I always persevere at work even when things do not go well	795	1.00	7.00	3.9107	1.77325	.171	.087	-1.242	.173
I can continue working for very long periods at a time	795	1.00	7.00	3.8579	1.38857	.117	.087	.070	.173
I always feel full of energy at work	795	1.00	7.00	3.0704	1.91838	.840	.087	-.915	.173
When I get up in the morning, I feel like going to work	795	1.00	7.00	2.9321	2.14415	.629	.087	-1.227	.173

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The descriptive statistics for employee work engagement were shown by eliminating missing values and outliers. The minimum and maximum values are within an acceptable range, and other relevant information, such as mean and standard deviation, skewness, and kurtosis, are provided to verify the normality of the data.

8.2.2.5 Employee self-efficacy

The results for the employee self-efficacy construct are shown in Table 8.11.

Table 8.11: Descriptive statistics of employee self-efficacy

	N	Minimum	Maximum	Mean	Std. Dev.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
I know how to handle unforeseen situations in my job due to my resourcefulness	795	1.00	7.00	5.5660	1.53025	-1.309	.087	1.222	.173
I am well-prepared for my professional future due to past experiences in my job	795	1.00	74.00	5.5660	2.91770	16.047	.087	381.454	.173
I can usually think of something I do if I am in trouble at my job	795	1.00	7.00	4.8742	1.55885	-.730	.087	-.668	.173
I can usually find several solutions to problems that I encounter in my job	795	1.00	7.00	4.2805	1.34691	-.381	.087	-.022	.173
I can remain calm when facing difficulties in my job because I can rely on my abilities	795	1.00	7.00	3.9006	1.38958	.071	.087	-.153	.173
I am usually able to handle any situation that comes my way in my job	795	1.00	7.00	3.1434	1.46222	1.199	.087	.997	.173
I feel prepared to meet most of the demands of my job	795	1.00	7.00	2.5610	1.58145	1.634	.087	1.593	.173

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I meet the goals that I set for myself in my job	795	1.00	7.00	2.1925	1.77711	1.617	.087	1.280	.173

The descriptive statistics for employee self-efficacy were shown by eliminating missing values and outliers. The minimum and maximum values are within the acceptable range, and other relevant information, such as mean and standard deviation, skewness, and kurtosis, are provided to confirm the normality of the data.

8.2.2.6 Organisation innovation atmosphere

The organisational innovation atmosphere construct was presented, and the results are shown in Table 8.12.

Table 8.12: Descriptive statistics of organisational innovation atmosphere

	N	Minimum	Maximum	Mean	Std. Dev.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Hotel employees exhibit a great sense of humour	795	1.00	7.00	5.0969	1.85953	-.913	.087	-.551	.173
There is available time to explore new ideas in this hotel	795	1.00	7.00	4.8868	1.87245	-.513	.087	-1.042	.173
A wide variety of opinions and viewpoints are expressed here	795	1.00	7.00	4.7270	1.70633	-.163	.087	-.881	.173
People do not steal ideas from each other as open communication is practised	795	1.00	7.00	4.5824	1.58764	-.465	.087	-.666	.173
The hotel often seeks new ways of thinking to address frequently changing situations	795	1.00	7.00	4.4616	1.88042	-.703	.087	-.848	.173
Hotel employees behave more maturely to prevent conflicts and power struggle	795	1.00	7.00	4.4340	1.81766	.055	.087	-1.242	.173
The hotel supports experiments, adventure and taking risks	795	1.00	7.00	4.2503	1.96480	.050	.087	-1.396	.173

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Employees usually feel welcome when bringing out new ideas	795	1.00	7.00	3.9597	1.68289	.056	.087	-1.148	.173
Employees in this hotel can make choices about their own work	795	1.00	7.00	3.6629	2.16674	.354	.087	-1.406	.173
The work atmosphere in this hotel is filled with lots of energy	795	1.00	7.00	3.2541	2.28638	.257	.087	-1.660	.173

The descriptive statistics for the organisational innovation atmosphere were shown by eliminating missing values and outliers. The minimum and maximum values are within the acceptable range, and other relevant information, such as mean and standard deviation, skewness, and kurtosis, are provided to confirm the normality of the data.

8.3 INFERENTIAL STATISTICS

Inferential statistics are statistical tools used to establish relationships among variables, perform predictions and generalisations about populations and test hypotheses (Nesselroade & Grimm, 2019). This research used Path analysis and PLS-SEM to test the formulated hypotheses. The various processes that were followed prior to the testing of research hypotheses are presented and explained. These cover criteria for measurement of constructs, reliability and validity and collinearity statistics. The inferential statistics are presented based on results from the final model.

8.3.1 Criteria for measurement of constructs

The study applied the reflective model configuration to estimate the model and test the formulated hypotheses. This approach required adherence to the two-stage model evaluation procedure (Hair, Hult, Ringle & Sarstedt, 2021). Firstly, the measurement model was evaluated using the iteration procedure, followed by the structural model. This section presents criteria for measuring the constructs recognised in an empirical study. As shown in Table 8.13, the criteria used for

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measuring the quality of the measurement model for the estimated model are presented by PLS-SEM standards.

Table 8.13: Measurement model criteria

Quality Dimension	Criteria
Reliability-Cronbach's Alpha	≥0.7
Reliability-Rho_a	≥0.7
Composite reliability	≥0.7
Convergent validity-Average variance extracted	>0.5
Discriminant validity-HTMT ratio	<1
Common method bias-Inner VIF	<5
Multi-collinearity-Outer VIF	<5

8.3.2 Construct reliability and validity

Reliability entails the degree of consistency and dependability of the construct, whilst validity deals with accuracy and genuineness (Nesselroade & Grimm, 2019). Before testing for significant relationships in the structural model, a satisfactory level of validity and reliability were confirmed.

Discriminant validity highlights how constructs are distinctively different from other constructs empirically (Hair et al., 2022). This shows the uniqueness of a construct and how it captures incidents not represented by other constructs within the model. Refer to Tables 7.2 and 7.3 in the methodology section for detailed results on reliability and validity.

8.3.3 Collinearity statistics

Collinearity entails situations where two or more variables are closely related. Therefore, multicollinearity exists where the constructs have excessive intercorrelations (Shrestha, 2018). As presented in Table 8.16, the findings reveal

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no threat of multicollinearity in the estimated model (Outer VIF < 5). The items that significantly measured the latent constructs in the study are presented in Table 8.14.

Table 8.14: Collinearity statistics

		VIF
AC1	This hotel searches for relevant information concerning our industry daily	6.981
AC10	Employees in this hotel can successfully link existing knowledge to their practical work	6.780
AC11	Employees in this hotel can apply new knowledge in their practical work	4.496
AC12	Hotel management supports the development of examples to be followed	2.860
AC2	Hotel management motivates employees to use information sources within our industry	6.280
AC8	Employees in this hotel can structure and use collected knowledge	6.896
AC9	Employees in this hotel can grasp new knowledge and make it available when needed	5.551
ESE1	I meet the goals that I set for myself in my job	6.487
ESE2	I feel prepared to meet most of the demands of my job	8.131
ESE3	I am usually able to handle any situation that comes my way in my job	8.502
ESE4	I can remain calm when facing difficulties in my job because I can rely on my abilities	5.584
ESE5	I can usually find several solutions to problems that I encounter in my job	5.006
ESE6	I can usually think of something I do if I am in trouble at my job	4.687
EWE1	When I get up in the morning, I feel like going to work	7.983
EWE11	I find the work that I do to be full of meaning and purpose	3.596
EWE12	I forget about everything else around me when I am working	3.344
EWE2	I always feel full of energy at work	7.910
EWE3	I always persevere at work even when things do not go well	6.712
EWE4	I can continue working for very long periods at a time	3.117
EWE5	I am very resilient and mentally strong at work	3.372
IWB1	I consider myself to be a creative/innovative person	10.627
IWB2	I am able to create new ideas for difficult issues and situations	9.028
IWB3	I look out for new working methods, techniques or instruments to solve problems	14.617
IWB4	I try to generate original solutions for problems	8.965
IWB5	I am able to mobilise and support innovative ideas	5.795
OIA1	The work atmosphere in this hotel is filled with lots of energy	6.680
OIA2	Employees in this hotel can make choices about their own work	5.900
OIA3	Employees usually feel welcome when bringing out new ideas	4.942
OIA4	People do not steal ideas from each other, as open communication is practised in this hotel	3.454
OIA5	The hotel often seeks new ways of thinking to address frequently changing situations	5.019
OIA6	Hotel employees exhibit a great sense of humour	4.575

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TL1	I see that leadership in this hotel focuses on building trust	4.442
TL16	Leadership supports tackling old situations in new ways	1.585
TL2	Leaders inspire workers with power in this hotel	4.804
TL3	Leaders work with employees with pride	3.114
TL4	Leaders go beyond their own individual interests for employees	3.725
TL5	Leaders act with integrity	2.235

8.3.4 Structural model evaluation criteria

The criteria used to evaluate the structural model of the estimated model are presented in Table 8.15.

Table 8.15: Structural model evaluation criteria

Structural Model	Indices
Indicator reliability	Indicator loading > 0.7; p≤ 0.05 (Benitez et al., 2020)
Coefficients and effect size	Unstandardised beta f^2: Effect size values above 0.35, 0.15, and 0.02 are interpreted as strong, moderate, and weak, respectively (Benitez et al., 2020)
Coefficient of determination	R^2: Results above 0.67 (Substantial), 0.33 (Moderate) and 0.19 (Weak) (Benitez et al., 2020)

8.3.5 Outer loadings

Table 8.16 shows the indicator reliability results for the estimated model. It confirms that all the indicators reliably measure the respective constructs they purported to measure. A range of 0.507 and 0.939 was recorded, with all the indicators achieving significant results ($p < 0.05$).

Table 8.16: Outer loadings

	Loadings	T statistics	P values
AC1 <- Absorptive Capacity	0.836	71.353	0.000
AC10 <- Absorptive Capacity	0.920	162.509	0.000
AC11 <- Absorptive Capacity	0.838	61.118	0.000
AC12 <- Absorptive Capacity	0.686	36.318	0.000

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AC2 <- Absorptive Capacity	0.828	56.155	0.000
AC8 <- Absorptive Capacity	0.879	76.703	0.000
AC9 <- Absorptive Capacity	0.838	49.707	0.000
ESE1 <- Employee Self-Efficacy	0.773	44.740	0.000
ESE2 <- Employee Self-Efficacy	0.871	72.841	0.000
ESE3 <- Employee Self-Efficacy	0.939	80.681	0.000
ESE4 <- Employee Self-Efficacy	0.931	121.562	0.000
ESE5 <- Employee Self-Efficacy	0.851	71.848	0.000
ESE6 <- Employee Self-Efficacy	0.734	42.620	0.000
EWE1 <- Employee Work Engagement	0.859	76.803	0.000
EWE11 <- Employee Work Engagement	0.596	20.866	0.000
EWE12 <- Employee Work Engagement	0.507	15.584	0.000
EWE2 <- Employee Work Engagement	0.885	94.003	0.000
EWE3 <- Employee Work Engagement	0.933	183.549	0.000
EWE4 <- Employee Work Engagement	0.785	56.151	0.000
EWE5 <- Employee Work Engagement	0.840	64.338	0.000
IWB1 <- Innovative Work Behaviour	0.922	196.639	0.000
IWB2 <- Innovative Work Behaviour	0.921	243.129	0.000
IWB3 <- Innovative Work Behaviour	0.977	237.401	0.000
IWB4 <- Innovative Work Behaviour	0.925	145.259	0.000
IWB5 <- Innovative Work Behaviour	0.815	71.251	0.000
OIA1 <- Organisational Innovation Atmosphere	0.885	96.023	0.000
OIA2 <- Organisational Innovation Atmosphere	0.887	85.060	0.000
OIA3 <- Organisational Innovation Atmosphere	0.896	97.346	0.000
OIA4 <- Organisational Innovation Atmosphere	0.875	70.549	0.000
OIA5 <- Organisational Innovation Atmosphere	0.832	65.225	0.000
OIA6 <- Organisational Innovation Atmosphere	0.789	53.845	0.000
TL1 <- Transformational Leadership Style	0.840	63.497	0.000
TL16 <- Transformational Leadership Style	0.671	7.563	0.000
TL2 <- Transformational Leadership Style	0.864	72.213	0.000
TL3 <- Transformational Leadership Style	0.862	61.084	0.000
TL4 <- Transformational Leadership Style	0.849	64.684	0.000
TL5 <- Transformational Leadership Style	0.723	34.235	0.000

8.4 PATH ANALYSIS (OBJECTIVES 1, 2, 3, 4, 5, 6 & 7)

Path analysis is a statistical technique used to examine and test relationships among a set of observed variables (Nesselroade & Grimm, 2019). Path analysis established relationships and predictive capacity among variables to answer research questions 1 to 7. The results of the various relationships are depicted in Table 8.17.

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Table 8.17: Path analysis results

	Beta	f-square	T statistics	P values
Transformational Leadership Style -> Innovative Work Behaviour	0.305	0.215	8.652	0.000
Transformational Leadership Style -> Employee Self-Efficacy	0.406	0.198	9.811	0.000
Transformational Leadership Style -> Employee Work Engagement	0.495	0.324	16.024	0.000
Transformational Leadership Style -> Organisational Innovation Atmosphere	0.461	0.269	14.106	0.000
Organisational Innovation Atmosphere -> Innovative Work Behaviour	-0.149	0.042	4.011	0.000
Employee Work Engagement -> Innovative Work Behaviour	0.312	0.090	5.171	0.000
Employee Self-Efficacy -> Innovative Work Behaviour	0.177	0.068	4.608	0.000
Absorptive Capacity -> Innovative Work Behaviour	0.343	0.103	6.627	0.000

8.4.1 Research objective 1

Research objective 1 was to examine the impact of transformational leadership style on innovative work behaviour. As shown in Table 8.17, transformational leadership contributes significantly to predicting the positive change in employee innovative work behaviour (Beta = 0.305; p = 0.0001: $p < 0.05$) with a moderate effect size ($f2 = 0.215$). This significant contribution of transformational leadership to causing the positive change in innovative work behaviour gives credence to the position of H_1, as deduced earlier in this empirical study (see Table 8.19). The finding suggests that transformational leadership style proves to be a key predictor of innovative work behaviour among hotel workers in Ghana. Thus, when hotel managers exhibit higher levels of inspiration and support to their employees, the staff members can generate innovative activities. On the contrary, when hotel management expresses lower motivation levels towards employees, innovative work behaviour among workers could decline.

The role of transformational leadership style in significantly predicting innovative work behaviour, as revealed from this study, is confirmed in previous research. Several studies (Kee, Rahman & Tan, 2020; Koziol-Nadolna, 2020; Li et al., 2020) demonstrated that transformational leadership and innovative behaviour have a good relationship. Although this relationship has a positive association, the varying levels of impact give room for other variables to influence innovative work

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behaviour (Kanapathipillai, Shaari & Mahbob, 2021; Kim, 2019). Irrespective of this situation, the central point of these studies and the present research is that employees are encouraged by the leadership style that dwells on delegation and inspiration to have a compelling vision, work in teams and bring new ideas that create innovation. The leadership approach also encourages employees to establish trust, think outside the box and progressively assist in developing an inventive working environment.

The study findings can further be related to social exchange and empowerment leadership theories. As espoused by the tenets of SET, the exchanges that emerge from a positive supervisor-employee relationship at the hotel workplace can generate the harbouring and exhibition of creative ideas among employees. Similarly, the empowerment leadership theory posits that a hotel manager's ability to empower and inspire hotel workers can propel employees to showcase innovative mindsets, actions, feats, and working styles.

8.4.2 Research objective 2

Research objective 2 required examining the impact of transformational leadership style on employee self-efficacy. As observed from Table 8.17, the findings confirm that transformational leadership contributes significantly to predicting the positive change in employee self-efficacy (Beta = 0.406; p = 0.0001: $p < 0.05$) with a weak effect size (f2 = 0.090). In this situation, the transformational leadership style predicts a positive variance in employee self-efficacy, affirming the proposition of the H_2 formulated in this empirical study (see Table 8.19). This indicates that transformational leadership style is a valid predictor of employee self-efficacy among hotel workers in Ghana. Therefore, when hotel managers implement higher levels of support and inspired direction to their employees, the workers are likely to become self-confident and assertive. However, when inspiration and motivation from hotel management are reduced, the confidence among workers could decline.

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The ability of transformational leadership styles to predict employee self-efficacy significantly is consistent with existing research. Multiple studies (Gumah, Wenbin & Aziabah, 2021; Kaya & Koçyiğit, 2023; Mehdinezhad & Mansouri, 2016; Sharma & Singh, 2017) confirm that transformational leadership and employee self-efficacy have a positive link, albeit at different levels of impact. Together with this study, these studies contend that employee confidence and determination are built when leaders lead by inspiring and motivating their workforce. This makes employees work collaboratively, challenge themselves and create innovative outcomes. Nevertheless, other studies like Groote, Sleegers, Endedijk and Veen (2015) and Valckx, Vanderlinde and Devos (2020) reject the findings of this study since they reported an insignificant relationship between transformational leadership and self-efficacy. These results imply that the ability of employees to exhibit assertiveness and confidence at work is not connected to leadership based on motivation and inspiration.

8.4.3 Research objective 3

Objective 3 intended to examine the impact of transformational leadership style on employee work engagement. Under evidence from Table 8.17, transformational leadership contributes significantly to predicting the positive change in employee work engagement (Beta = 0.495; p = 0.0001: $p < 0.05$) with a strong effect size ($f^2 = 0.324$). H_3 is supported (see Table 8.19), approving that transformational leadership significantly predicts employee work engagement. This denotes that transformational leadership style emerges as a key predictor of employee work engagement among hotel workers in Ghana. Hence, when hotel managers and supervisors show employees more support and encouragement, the workers can become more engaged. However, when hotel management's support and encouragement decline, workers' engagement could be reduced.

The positive link between transformational leadership style and employee work engagement aligns with previous research. Multiple studies across various sectors (Alamri, 2023; Balwant, Mohammed & Singh, 2020; Caniëls, Semeijn & Renders,

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2018; Mahmood, Uddin & Fan, 2019; Purwanto, Ate & Ifa, 2023) revealed that transformational leadership significantly impacts employee work engagement, although the level of impact differs. The central lesson from these studies and the present research is that inspirational leadership is pivotal in motivating employees and cultivating a positive mindset. It further creates an environment that values learning from mistakes, promoting psychological safety and heightened work engagement. Nevertheless, the significant link between transformational leadership and employee work engagement contradicts the findings of Mozamme and Haan (2016). According to the researchers, applying the transformational leadership style does not guarantee that employees will be fully committed and engaged at work.

In essence, the study findings can be associated with the theoretical position of this research. Thus, as espoused by the SET, the solid interpersonal relationship from the supervisor-employee bond at work can minimise power distance and focus on addressing employees' needs and capabilities to increase belongingness. Similarly, Empowerment Leadership Theory advances the ability of hotel managers to empower and motivate hotel workers to build mutual trust, rich communication and positive feedback, all of which enhance enthusiasm and engagement intentions.

8.4.4 Research objective 4

Objective 4 of the study examined the impact of transformational leadership style on organisational innovation atmosphere. As depicted in Table 8.17, the study confirms that transformational leadership style positively and significantly predicts the variance in organisational innovation atmosphere (Beta = 0.461; p = 0.0001: $p < 0.05$) with moderate effect size ($f2 = 0.269$). This finding directly supports the logic expressed by H_4 (see Table 8.19). This suggests that transformational leadership style is a key variable that can predict the organisational innovation atmosphere among hotel employees in Ghana. Hence, when hotel managers and supervisors exhibit heightened support and motivation to employees, the

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atmosphere for innovation among employees and the organisation as a whole could increase. But, when inspiration, encouragement and delegation from hotel management decline, the atmosphere for individual and organisational innovation could be reduced.

Previous studies, including Khalili (2016), Sari, Tjahjono and Wahyuningsih (2023), Zhang, Zheng and Darko (2018) and Zuraik and Kelly (2018), all corroborated the finding of this research that transformational leadership has a valid influence on innovation atmosphere within organisations. Fundamentally, these studies, together with the present research, assert that the empowerment of employees within the workplace is crucial to building an environment that challenges employees to think creatively. Leaders who expect a thriving atmosphere and creative solutions should be prepared to lead by providing support and innovation assistance. This is crucial because such a working environment encourages learning and ground-breaking discoveries for organisational success. However, Setiawan, Eliyana, Suryani and Pratama (2021) reject the finding regarding the significant link between transformational leadership and organisational innovation atmosphere. They revealed that applying the transformational leadership style does not influence creating an atmosphere for organisational innovation.

The situations where transformational leadership fails to impact the organisational innovation atmosphere can be related to leaders' inability to purposefully inspire, motivate or actively engage employees meaningfully to foster creative thinking (Setiawan et al., 2021). This means that if leaders efficiently apply the tenets of transformational leadership, which centre on motivation, delegation, talent development and open communication, they can build a working climate that focuses on innovation and transformation.

8.4.5 Research objective 5

Objective 5 was to examine the impact of the organisational innovation atmosphere on innovative work behaviour. In this regard, Table 8.17 shows that the

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organisational innovation atmosphere significantly impacts innovative work behaviour, albeit negatively (Beta = -0.149; p = 0.0001: p < 0.05), with a weak effect size (f2 = 0.042). H_5 is thus supported by the test conducted (see Table 8.19). This supports that the organisational innovation atmosphere can predict innovative work behaviour among hotel workers in Ghana. The findings showed an inverse relationship, implying that the advancement of creative atmosphere in organisations translates to a decline in innovative work behaviour. Nevertheless, researchers like Zhao et al. (2022) revealed that such a situation could occur when contextual factors that support organisational innovation, like job control, involvement and support from supervisors and colleagues, are missing in the workplace.

A significant association was found between organisational innovation atmosphere and innovative work behaviour, as reported in previous studies. Here, Friedman and Carmeli (2018), Munir and Beh (2019), and Zhao et al. (2022) found that the innovation atmosphere created in organisations significantly influences creative and inventive behaviour among workers. Despite this significant association, this research reported a negative (inverse) relationship, and this direction opposes findings from existing literature.

In this regard, many scholars (Liu, Wang & Chen, 2019; Shanker, Bhanugopan, Van der Heijden & Farrell, 2017; Xiao & Xuan, 2021; You, Hu, Li, Wang & Xu, 2022) all confirmed a positive relationship between organisational innovation atmosphere and innovative work behaviour. When the organisation's leaders encourage and support employees by creating an enabling environment for creativity through freedom, connectivity and engagement, they will show a stronger willingness to innovate and propose more creative ideas. Overall, the innovative atmosphere present in an organisation can catalyze and boost employee creativity for value creation.

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8.4.6 Research objective 6

Objective 6 of the study was to examine the impact of employee work engagement on innovative work behaviour. The results from Table 8.17 confirm that employee work engagement contributes significantly and positively to predicting the change in innovative work behaviour (Beta = 0.312; p = 0.0001: $p < 0.05$) with a weak effect size ($f2 = 0.090$). H_6 is thus supported in this empirical study (see Table 8.19). This demonstrates that employee work engagement effectively influences innovative work behaviour among Ghanaian hotel workers. In light of this, in instances where hotel employees exhibit higher levels of enthusiasm, commitment, and passion for their jobs, they can likely achieve extraordinary and creative feats. On the contrary, when hotel workers showcase a low level or reduced enthusiasm and passion at work, this can cause a decline in innovation and creativity.

The role of employee work engagement in significantly predicting innovative work behaviour is established in previous research. Several studies from sectors such as education, information technology, real estate, telecommunication and finance all revealed that work engagement positively impacts innovative work behaviour (Al-Ajlouni, 2021; Ali, Li & Qiu, 2022; Dixit & Upadhyay, 2021; Gemeda & Lee, 2020). The finding is also similar to evidence from the hospitality and tourism industry. Here, Kim and Koo (2017), Slåtten and Mehmetoglu (2011a), Slåtten and Mehmetoglu (2011b) and Vithayaporn and Ashton (2019) proved the existence of a positive link between employee work engagement and innovative work behaviour. Although the level of impact from these studies differs, they revealed that involved, engaged and passionate employees are more inclined to show creativity-related ideas and positive attitudes in their delivery of services. Therefore, if organisations envisage innovative results from employees, engagement can be a key avenue to achieve that goal of bringing good fortune to the organisation.

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8.4.7 Research objective 7

Objective 7 of the study was to examine the impact of employee self-efficacy on innovative work behaviour. As revealed in Table 8.17, employee self-efficacy positively contributes to causing a significant variance in innovative work behaviour (Beta = 0.177; p = 0.0001: p < 0.05) with a weak effect size (f2 = 0.068). This significant positive effect of employee self-efficacy on innovative work behaviour supports the H_7 formulated in this empirical study (see Table 8.19). In this regard, employee self-efficacy is considered a relevant predictor of innovative work behaviour among workers in the Ghanaian hotel industry. Thus, when hotel workers exhibit higher levels of preparedness to meet most of the demands of their jobs, they can generate innovative outcomes. On the other hand, when hotel workers express reduced or lack of self-efficacy, this can cause a decline in the state of innovative work behaviour among workers.

Moreover, with previous studies, this empirical finding supports the logic collectively held by several researchers. Scholars from sectors like the public sector, education and online retail found that employee self-efficacy positively and significantly impacts innovative work behaviour (Basim et al., 2008; Hsiao et al., 2011; Hsu, Hou & Fan, 2011; Kanapathipillai, Shaari & Mahbob, 2021; Özkan, 2017). Researchers in the hospitality industry (Ibrahim, Afifi & Abdel aal, 2022; Kim, 2019; Wei et al., 2020) similarly corroborated that employee self-efficacy contributes positively to a significant change in innovative work behaviour. The differing levels of impact from these studies suggest that other key factors contribute towards explaining innovative work behaviour (Özkan, 2017). Nevertheless, these studies agree that employees with self-efficacy are confident in engaging in innovative acts, whereas those with low self-efficacy shy away from innovative activities since they believe it is beyond their abilities.

The study findings can also be linked to the theories of Social Exchange and Empowerment Leadership that support this study. According to the SET, positive supervisor-employee exchanges at the hotel workplace can foster self-belief and confidence among employees to generate creative ideas and put those ideas into

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handling tasks at work. Likewise, based on the Empowerment Leadership Theory, the ability of leaders to empower and inspire Ghanaian hotel workers leads to employees developing confidence and poise in themselves, which is translated into innovative attempts and working styles.

8.5 STRUCTURAL EQUATION MODELLING (OBJECTIVES 8, 9, 10 & 11)

Structural Equation Modelling is a multivariate technique used to simultaneously assess the model of measurement (construct relationships and corresponding indicators) and the structural model (Hair et al., 2022). The key objective of PLSSEM is to reduce the error variance (Hair, Hult, Ringle, Sarstedt, Danks & Ray, 2021). As a result, the PLS-SEM was applied in this study because the study aimed to predict key target constructs in moderation and mediation analyses. Specifically, PLS-SEM was used for moderation analysis to answer research objectives 8-11. The various results are shown in Tables 8.13 – 8.22. Also, the Structural Model for the Final Model is shown in Figure 8.1.

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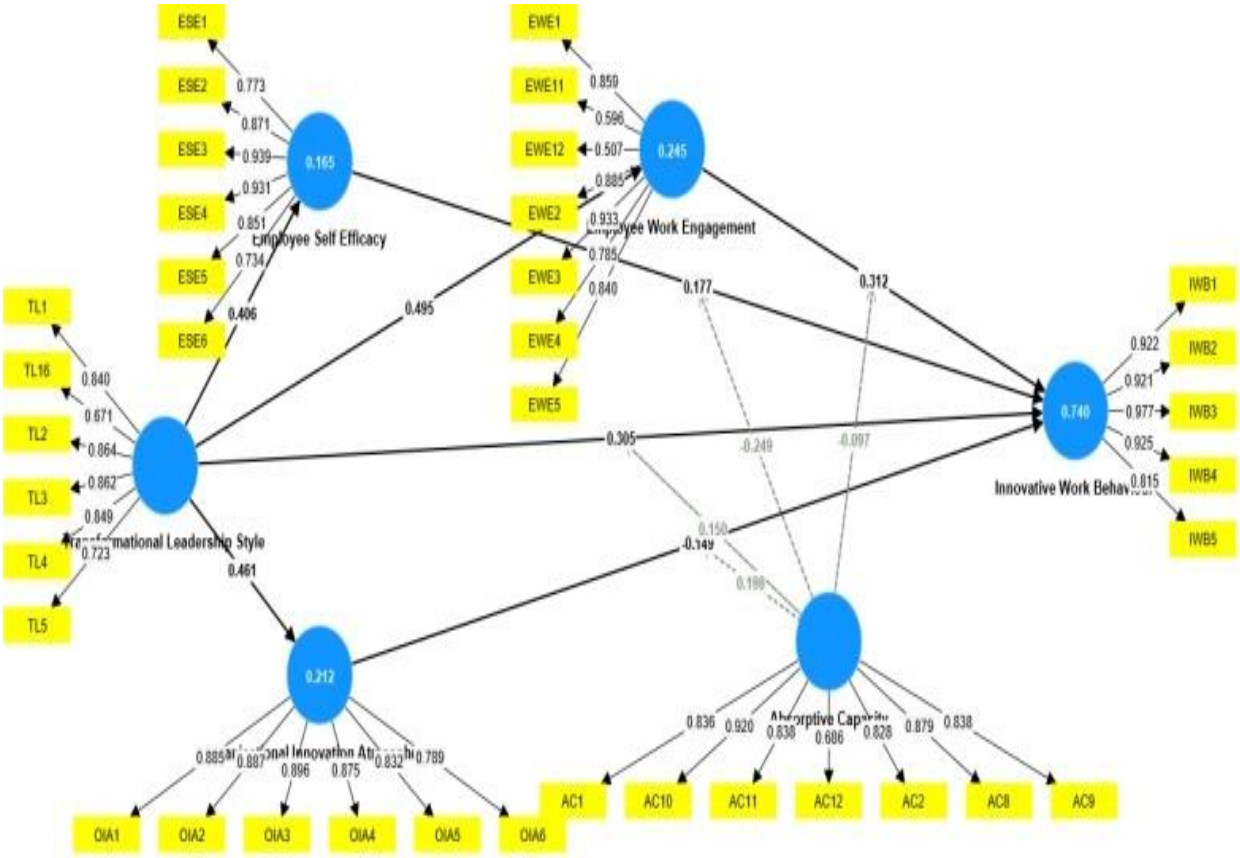

Figure 8.1: Structural model for the final model

Table 8.18: Moderation analysis results

	Beta	f-square	T statistics	P values
Absorptive Capacity x Transformational Leadership Style -> Innovative Work Behaviour	0.150	0.044	3.636	0.000
Absorptive Capacity x Employee Self-Efficacy -> Innovative Work Behaviour	-0.249	0.009	6.271	0.000
Absorptive Capacity x Employee Work Engagement -> Innovative Work Behaviour	-0.097	0.037	1.536	0.125
Absorptive Capacity x Organisational Innovation Atmosphere -> Innovative Work Behaviour	0.198	0.119	3.289	0.001

8.5.1 Research objective 8

Research objective 8 of the study intended to examine the moderating effect of absorptive capacity on the relationship between organisational innovation atmosphere and innovative work behaviour. Given this, Table 8.18 shows that

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absorptive capacity significantly and positively moderates the predictive relationship between organisational innovation atmosphere and innovative work behaviour (Beta = 0.198; p = 0.001: p < 0.05) with a weak effect size (f2 = 0.119). H_8 is supported by the moderating effect of absorptive capacity (see Table 8.19). This denotes that a higher absorptive capacity leads to stronger relationships between organisational innovation atmosphere and innovative work behaviour. Absorptive capacity is therefore identified as a moderator in the association between organisational innovation atmosphere and innovative work behaviour among Ghanaian hotel workers. This means that in instances where absorptive capacity is high, there is a stronger relationship between organisational innovation atmosphere and innovative work behaviour. Adversely, where employees' ability to absorb new information is low, the relationship between organisational innovation atmosphere and innovative work behaviour diminishes.

Previous research relates to the absorptive capacity's ability to significantly moderate the association between organisational innovation atmosphere and innovative work behaviour. Several studies (David et al., 2021; Elbaz, Agag & Alkathiri, 2018; Guimaraes et al., 2016; Li et al., 2022) found evidence that the link between organisational innovation atmosphere and innovative work behaviour becomes stronger when absorptive capacity is at its best. In general, the absorptive capacity of these studies was captured in the form of knowledge acquisition, knowledge sharing, and technology application. They demonstrated that individual and organisational ability to gain new knowledge and apply it to profitable means can strengthen how the creation of an enabling environment for creativity and actual innovative attempts from workers interact.

However, Wang et al. (2023) and Naqshbandi and Tabsche (2018) fail to agree with the above finding because they found that absorptive capacity does not moderate the connection between organisational learning atmosphere or work environment for knowledge transfer and innovative work in any significant manner. Thus, higher or lower absorptive capacity does not impact the link between creative atmosphere and innovation. The failure of absorptive capacity to moderate the link between the organisational innovation atmosphere and innovative work behaviour

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could be explained by the lack of commitment from leaders to support research and development for knowledge acquisition and transfer (Müller, Buliga & Voigt, 2021). This is because when the right conditions are implemented, absorptive capacity can support the organisational atmosphere for innovation and workplace creativity.

8.5.2 Research objective 9

Objective 9 of the study examined the moderating effect of absorptive capacity on the relationship between transformational leadership style and innovative work behaviour. Therefore, data from Table 8.18 confirmed that absorptive capacity significantly and positively moderates the predictive relationship between transformational leadership style and innovative work behaviour (Beta = 0.150; p = 0.0001: $p < 0.05$) with a weak effect size ($f2 = 0.044$). H_9 is supported by the moderating effect of absorptive capacity (see Table 8.19). This implies that higher levels of absorptive capacity translate to a stronger relationship between transformational leadership style and innovative work behaviour. As a result, absorptive capacity emerges as the moderator in the link between transformational leadership style and innovative work behaviour among hotel employees in Ghana. This implies that when the organisations' to acquire and apply information and knowledge is high, the connection between transformational leadership style and innovative work behaviour also tends to increase. On the contrary, low-level information acquisition and application decreases the link between transformational leadership style and innovative work behaviour.

Some previous studies confirm the research finding of the significant role absorptive capacity plays in moderating the relationship between transformational leadership style and innovative work behaviour. Chang et al. (2018) revealed that unit-level absorptive capacity positively and significantly moderated the link between transformation leadership and unit innovative performance. Also, Otair et al. (2022) assert that absorptive capacity positively moderated transformational leadership and empowered knowledge-sharing and innovation relationships.

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These studies and the present research show that the willingness to learn, absorb and impart knowledge among employees from different departments reinforces the connection between transformational leadership and innovativeness. Moreover, empowerment leadership can inspire employees to learn and acquire new information for successful feats. Therefore, organisations that fail to implement transformational leadership and create an environment for learning could struggle to witness innovative performances.

8.5.3 Research objective 10

Objective 10 of the study examined the moderating effect of absorptive capacity on the relationship between work engagement and innovative work behaviour. In this case, Table 8.18 reveals that absorptive capacity does not significantly moderate such a relationship (Beta = -0.097; p = 0.125: p > 0.05) with a weak effect size (f2 = 0.037). This implies that H_{10} of the study is not supported (see Table 8.19). Thus, the relationship between work engagement and innovative work behaviour does not depend on absorptive capacity. This suggests that the relationship between work engagement and innovative work behaviour among hotel employees in Ghana does not depend on absorptive capacity. Given this, knowledge acquisition and utilisation for firm success do not make employees feel engaged, enthusiastic and passionate to bring out innovative results.

In connecting the findings to previous studies, this empirical finding is similar to the results of some researchers. Tian and Soo (2018) revealed that absorptive capacity failed to moderate the relationship between employee creativity and job performance. Likewise, Ul zia, Burita and Yang (2022) showed that organisational-level absorptive capacity did not find support for the moderating outcome involving the relationship between support from supervisors and colleagues (social capital) and innovative capabilities. These studies share that even though organisations and employees could learn, absorb and impart knowledge at work, this does not impact commitment and passion among employees and their innovative capabilities.

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However, some researchers dismiss the insignificant result of absorptive capacity's moderating role in the relationship between employee work engagement and innovative work behaviour. This is because Gong, Zhou and Chang (2013) and Wang, Yang and Xue (2017) confirmed the moderating effect of absorptive capacity in the relationship between employee well-being and knowledge and individual innovative work behaviour. Although these studies contradict the findings of this research, they demonstrate that employee enthusiasm, knowledge and creativity can increase when absorptive capacity is high. Therefore, increased absorptive capacity reinforces employee creativity, which can be linked to an engaged workforce that can improve organisational performance.

8.5.4 Research objective 11

Objective 11 of the study examined the moderating effect of absorptive capacity on the relationship between self-efficacy and innovative work behaviour. As illustrated in Table 8.18, the study proves that absorptive capacity negatively moderates the predictive relationship between employee self-efficacy and innovative work behaviour (Beta = -0.249; p = 0.001: $p < 0.05$) with a weak effect size ($f2 = 0.009$). The significant moderating effect means that H_{11} of the study is supported (see Table 8.19). This translates to the fact that absorptive capacity represents a moderator in the relationship between employee self-efficacy and innovative work behaviour among Ghanaian hotel workers. The findings showed an inverse relationship, which signifies that during higher absorptive capacity, the relationship becomes weaker and vice versa. Yet, Kang and Lee (2016) noted that such a situation could happen when an organisation's research and technological advancement have not been prioritised to foster high-level knowledge acquisition and management among workers.

The position of absorptive capacity to significantly moderate the employee self-efficacy and innovative work behaviour relationship has previously been reported. In this regard, Noor and Aljanabi (2016) revealed that absorptive capacity moderated the relationship between people's ability to show confidence in entrepreneurship and their capabilities to exhibit technological innovation.

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Notwithstanding this significant link, this research reported a negative (inverse) moderating effect, and this direction opposes findings from previous studies. Researchers like Xu et al. (2020) and Kwon and Woo (2019) found a positive moderating role of absorptive capacity in relationships involving self-efficacy, knowledge transfer and extra-role creative behaviours among employees and students. This highlights that when organisations empower employees to learn, they become more confident and assertive, and this positive extra-role behaviour can be translated into organisational success.

The study findings can further be connected to social exchange and empowerment leadership theories. As stated by the views of SET, the relations that emerge from workplace contacts among hotel employees and supervisors in an environment that fosters learning and knowledge application can build employee confidence to generate creative ideas to handle work tasks. Similarly, based on the tenets of ELT, the ability of hotel managers to inspire workers to contribute to creating an atmosphere conducive to external knowledge acquisition, which in turn helps in building confidence to deal with innovative duties and responsibilities.

Table 8.19: Hypotheses testing results

		Beta	P values	Decision
H_1	Transformational Leadership Style -> Innovative Work Behaviour	0.305	0.000	Supported
H_2	Transformational Leadership Style -> Employee Self-Efficacy	0.406	0.000	Supported
H_3	Transformational Leadership Style -> Employee Work Engagement	0.495	0.000	Supported
H_4	Transformational Leadership Style -> Organisational Innovation Atmosphere	0.461	0.000	Supported
H_5	Organisational Innovation Atmosphere -> Innovative Work Behaviour	-0.149	0.000	Supported
H_6	Employee Work Engagement -> Innovative Work Behaviour	0.312	0.000	Supported
H_7	Employee Self-Efficacy -> Innovative Work Behaviour	0.177	0.000	Supported
H_8	Absorptive Capacity x Organisational Innovation Atmosphere -> Innovative Work Behaviour	0.198	0.001	Supported
H_9	Absorptive Capacity x Transformational Leadership Style -> Innovative Work Behaviour	0.150	0.000	Supported
H_{10}	Absorptive Capacity x Employee Work Engagement -> Innovative Work Behaviour	-0.097	0.125	Not Supported

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H_{11}	Absorptive Capacity x Employee Self-Efficacy -> Innovative Work Behaviour	-0.249	0.000	Supported

8.6 SUPPLEMENTARY FINDINGS

8.6.1 Mediation analysis

Mediation analysis quantifies the extent to which a variable explains the observed relationship between two variables (Hair et al., 2022). The mediation analysis, which shows the specific indirect effect of the constructs, is shown in Table 8.20.

Table 8.20: Specific indirect effect

	Beta	T statistics	P values
Transformational Leadership Style -> Employee Self-Efficacy > Innovative Work Behaviour	0.072	4.037	0.000
Transformational Leadership Style -> Employee Work Engagement -> Innovative Work Behaviour	0.154	4.606	0.000
Transformational Leadership Style -> Organisational Innovation Atmosphere -> Innovative Work Behaviour	-0.069	3.918	0.000

The results from Table 8.20 showed that employee self-efficacy mediates the predictive relationship between transformational leadership style and innovative work behaviour positively and significantly (Beta = 0.072; p = 0.001: p < 0.05). Also, employee work engagement significantly mediates the predictive relationship between transformational leadership style and innovative work behaviour (Beta = 0.154; p = 0.0001: p < 0.05). However, the organisational innovation atmosphere negatively mediates the predictive relationship between transformational leadership style and innovative work behaviour (Beta = -0.069; p = 0.0001: p < 0.05).

8.6.2 Coefficient of determination

The coefficient of determination measures the extent to which a statistical model predicts an outcome (Latan & Noonan, 2017). This coefficient indicates the model's

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explanatory power about a specific endogenous construct (Hair et al., 2022). The results of the coefficient of determination are presented in Table 8.21.

Table 8.21: Coefficient of determination

	R-square	R-square adjusted
Employee Self-Efficacy	0.165	0.164
Employee Work Engagement	0.245	0.244
Innovative Work Behaviour	0.740	0.737
Organisational Innovation Atmosphere	0.212	0.211

As shown in Table 8.21, changes in the scores on transformational leadership style accounted for a 16.5% change in employee self-efficacy (R^2 = 0.165) when the effect of other factors that could account for changes in employee self-efficacy apart from transformational leadership are statistically significant. Such factors could account for an 83.5% change in employee self-efficacy given the same conditions in a similar context. Technically, it can be said that the change in employee self-efficacy, as accounted for by changes in transformational leadership style, is described as weak and positive due to the threshold of the R^2 score obtained.

Transformational leadership style again accounted for a 24.5% change in employee work engagement (R^2 = 0.245). Such factors could account for a 75.5% change in employee work engagement under the same conditions in a similar context. The variance in employee work engagement, which accounts for changes in transformational leadership style, is described as weak and positive based on the threshold of the R^2 recorded.

Changes in employee work engagement, self-efficacy, transformational leadership style and organisational innovation atmosphere amid the intervening moderating effect of adaptive capacity accounted for a 74.0% variance in employee innovative work behaviour (R^2 = 0.740). Such factors could account for a 26.0% change in employee innovative work behaviour given the same conditions in a similar context. In this case, the variance in employee innovative work behaviour accounted for by changes in employee work engagement, employee self-efficacy,

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transformational leadership style and organisational innovation atmosphere amid the intervening moderating effect of adaptive capacity is considered substantial.

Transformational leadership accounted for a 21.2% variance in the organisational innovation atmosphere after controlling the effect of other factors that can influence the organisational innovation atmosphere apart from the transformational leadership style. Such factors could account for a 78.8% change in the organisational innovation atmosphere given the same conditions in a similar context.

8.6.3 Test of robustness

Robustness is the extent of validity of statistical tests in situations whereby assumptions are not strictly fulfilled (Latan & Noonan, 2017). The results of the test of robustness are presented in Table 8.22.

Table 8.22: PLSpredict

	Q^2predict	PLS-SEM_RMSE	LM_RMSE	PLS-SEM_MAE	LM_MAE
ESE1	0.124	1.665	1.316	1.183	0.856
ESE2	0.136	1.472	1.229	1.062	0.852
ESE3	0.128	1.367	1.172	0.974	0.878
ESE4	0.159	1.275	1.107	1.049	0.805
ESE5	0.094	1.283	1.212	1.052	0.955
ESE6	0.054	1.518	1.378	1.299	1.095
EWE1	0.234	1.878	1.010	1.608	0.619
EWE11	0.051	1.444	1.334	1.146	0.909
EWE12	0.001	1.523	1.410	1.221	0.994
EWE2	0.119	1.802	0.903	1.505	0.571
EWE3	0.302	1.482	0.987	1.245	0.627
EWE4	0.195	1.247	1.123	0.922	0.871
EWE5	0.063	1.594	1.068	1.354	0.736
IWB1	0.502	1.703	1.154	1.423	0.722
IWB2	0.552	1.489	1.018	1.248	0.654
IWB3	0.508	1.333	1.047	1.038	0.736
IWB4	0.404	1.262	1.114	0.954	0.862

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IWB5	0.308	1.214	1.122	0.985	0.861
OIA1	0.144	2.118	1.466	1.870	1.085
OIA2	0.131	2.021	1.426	1.730	1.053
OIA3	0.209	1.498	1.273	1.282	0.914
OIA4	0.196	1.425	1.205	1.180	0.846
OIA5	0.127	1.759	1.542	1.439	1.172
OIA6	0.106	1.760	1.484	1.440	1.123

8.7 CHAPTER SUMMARY

The data analysis was done at the individual level of the unit of analysis to the hypotheses formulated in this study. Seven hundred ninety-five data points were analysed via the PLS-SEM through a reflective SEM configuration. Overall, 10 out of the 11 hypotheses formulated were supported in the study. The study confirms that changes in the scores on transformational leadership style accounted for a 16.5% change in employee self-efficacy when the effect of other factors that could account for changes in employee self-efficacy apart from transformational leadership are statistically significant. Transformational leadership style again accounted for a 24.5% change in employee work engagement. Changes in employee work engagement, self-efficacy, transformational leadership style and organisational innovation atmosphere amid the intervening moderating effect of adaptive capacity accounted for a 74.0% variance in employee innovative work behaviour.

The discussion session showed that the study findings differ greatly from existing research. The main difference from previous research is the negative relationship between organisational innovation atmosphere and innovative work behaviour, as well as absorptive capacity's negative impact on the relationship between employee self-efficacy and innovative work behaviour. Also, absorptive capacity failed to significantly moderate the relationship between employee work engagement and innovative work behaviour. The difference between the findings of existing studies could be explained by the absence of contextual factors that support organisational learning, knowledge sharing, capacity building, involvement, and innovation.

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CHAPTER 9: CONCLUSIONS AND RECOMMENDATIONS

9.1 INTRODUCTION

The previous chapter presented results based on an analysis of data gathered from the field. Quantitative data analysis methods were used to test hypotheses and answer research questions. Moreover, the findings were further discussed and compared to existing literature, which revealed that the present findings related to existing knowledge. This chapter aims to provide a conclusion for the study based on empirical evidence. The chapter also indicates recommendations for policy, practice, further research, and the study's limitations.

9.2 CONCLUSIONS BASED ON LITERATURE REVIEW

The main conclusion from the literature review is that although the connection between transformational leadership style and innovative work behaviour is a widely researched area in management studies, there are still gaps. First, the review showed how contextual factors at the employee and organisational levels shape the transformational leadership style and the relationship between innovative work behaviours, which requires further investigation. This can reveal further evidence regarding the conducive environment needed for a transformational leadership style to properly lead to innovative work behaviour among employees. Specifically, no previous study has combined employee-level variables of work engagement and self-efficacy with organisational-level variables of organisational innovation atmosphere and absorptive capacity to investigate the impact of transformational leadership style on innovative work behaviour.

Lastly, the literature analysis showed that in the Ghanaian context, little is known about research regarding transformational leadership style and innovative work behaviour in the hotel industry. This signifies that hospitality researchers in Ghana are encouraged to conduct further studies to enhance organisational innovation. This is because the Ghanaian hospitality industry is a leader towards economic

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growth and development. Therefore, advancements in the industry can lead to improved employment opportunities, revenue generation and national progress.

9.3 CONCLUSIONS BASED ON EMPIRICAL EVIDENCE

Several conclusions have been drawn based on the study's data analysis and research findings.

9.3.1 Transformational leadership and innovative work behaviour

The study concludes that transformational leadership style significantly and positively impacts employee innovative work behaviour. This was confirmed by the PLS-SEM computations, which showed that transformational leadership moderately affected employee innovative work behaviour (Beta = 0.305; p = 0.0001: $p < 0.05$; f2 = 0.215). The SEM results denote that a one-unit change in scores for transformational leadership style causes a 30.5% rise in employee innovative work behaviour scores. The implication to hotel management is that they must attempt to prioritise transformational leadership style to advance workplace innovativeness. The transformational leadership style can be advanced by exhibiting motivation, supporting employees, and sharing knowledge.

These results correspond with Koziol-Nadolna's (2020) findings, which concluded that components of transformational leadership are significantly linked with innovative behaviour. Other studies further established that transformational leadership and innovative work behaviour have a good relationship (Kee, Rahman & Tan, 2020; Li et al., 2020).

9.3.2 Transformational leadership and self-efficacy

The study concludes that transformational leadership significantly and positively affects employee self-efficacy. This was confirmed by the PLS-SEM computations, which showed that transformational leadership weakly affected employee self-

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efficacy (Beta = 0.406; p = 0.0001: p < 0.05; f2 = 0.090). The SEM results imply that a unit change in scores for transformational leadership style leads to a 40.6% increase in scores for employee self-efficacy. The implication to hotel management is that they have to take steps to improve their transformational leadership style in order to make employees more assertive. Transformational leadership can be advanced by encouraging teamwork and critical thinking and offering inspired direction to employees.

The result is consistent with the findings of several researchers who confirmed the ability of transformational leadership style to make a positive impact on employee self-efficacy (Gumah, Wenbin & Aziabah, 2021; Kaya & Koçyiğit, 2023; Mehdinezhad & Mansouri, 2016; Sharma & Singh, 2017). Nevertheless, scholars like Groote et al. (2015) and Valckx, Vanderlinde, and Devos (2020) reject this positive predictive capacity. This is because they reported an insignificant relationship between transformational leadership and self-efficacy.

9.3.3 Transformational leadership and work engagement

The study concludes that transformational leadership significantly and positively affects employee work engagement. This was established by the PLSSEM computations, which showed that transformational leadership strongly affected employee work engagement (Beta = 0.495; p = 0.0001: p < 0.05; f2 = 0.324). The SEM results show that a unit change in scores for transformational leadership style leads to a 49.5% increase in scores for employee work engagement. This suggests that hotel management should promote a transformational leadership style to make employees more engaged. Leaders need motivation, coaching, empowerment, and delegation of tasks to actualise engagement.

The result is in line with the findings of several researchers who also corroborated the existence of a significant impact of transformational leadership on employee work engagement (Alamri, 2023; Balwant, Mohammed & Singh, 2020; Caniëls, Semeijn & Renders, 2018; Mahmood, Uddin & Fan, 2019; Purwanto, Ate & Ifa,

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2023). However, the significant link contradicts the findings of Mozamme and Haan (2016) as they revealed that transformational leadership style does not lead to engagement characteristics among employees.

9.3.4 Transformational leadership and organisation innovation atmosphere

The study concludes that the transformational leadership style positively and significantly impacts the organisation's innovation atmosphere. This was confirmed by the PLS-SEM computations, which revealed that transformational leadership moderately affected the organisational innovation atmosphere (Beta = 0.461; p = 0.0001: p < 0.05; f2 = 0.269). The SEM results imply that a unit change in scores for transformational leadership style leads to a 46.1% increase in scores for organisational innovation atmosphere. Given this, hotel management is required to promote a transformational leadership style to create an innovative environment at the workplace. This can be advanced through encouraging employees and providing support and feedback, which builds trust and fosters creative thinking.

The result is similar to the findings of several researchers. For instance, Khalili (2016), Sari, Tjahjono and Wahyuningsih (2023), Zhang, Zheng and Darko (2018) and Zuraik and Kelly (2018) all supported that transformational leadership has a significant influence on the innovation atmosphere within organisations. However, Setiawan et al. (2021) reject the finding as they found that the use of transformational leadership style in firms does not influence the creation of an atmosphere for organisational innovation.

9.3.5 Organisation innovation atmosphere and innovative work behaviour

The study concludes that the organisational innovation atmosphere significantly and negatively impacts innovative work behaviour. This was confirmed by the PLS-SEM computations, which indicated that the organisational innovation atmosphere had a weak effect on innovative work behaviour (Beta = -0.149; p = 0.0001: p < 0.05; f2 = 0.042). The SEM results imply that a one-unit change in scores for

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organisational innovation atmosphere translates to a 14.9% decrease in scores for innovative work behaviour. The significant association between organisational innovation atmosphere and innovative work behaviour is shared by Friedman and Carmeli (2018), Munir and Beh (2019) and Zhao et al. (2022). Nevertheless, the inverse direction of the relationship has been rejected by several scholars (Liu, Wang & Chen, 2019; Shanker et al., 2017; Xiao & Xuan, 2021; You et al., 2022) since they established a positive relationship between organisational innovation atmosphere and innovative work behaviour.

9.3.6 Work engagement and innovative work behaviour

The study concludes that employee work engagement significantly and positively influences innovative work behaviour. This was determined by the PLS-SEM computations, which indicated that employee work engagement had a weak effect on innovative work behaviour (Beta = 0.312; p = 0.0001: p < 0.05; f2 = 0.090). The SEM results signify that a one-unit change in scores for employee work engagement leads to a 31.2% rise in scores for innovative work behaviour. The implication to hotel management is that they have to motivate employees to become more enthusiastic and passionate to promote creativity. Engagement can be fostered through flexible work schedules and supporting employees' physical and mental health. The result is consistent with the findings of several researchers who confirmed that employee work engagement significantly impacts innovative work behaviour (Al-Ajlouni, 2021; Ali, Li & Qiu, 2022; Dixit & Upadhyay, 2021; Gemeda & Lee, 2020; Kim & Koo, 2017; Vithayaporn & Ashton, 2019).

9.3.7 Self-efficacy and innovative work behaviour

The study concludes that employee self-efficacy significantly and positively affects innovative work behaviour. This was established by the PLS-SEM computations, which indicated that employee self-efficacy had a weak effect on innovative work behaviour (Beta = 0.177; p = 0.0001: p < 0.05; f2 = 0.068). The SEM results signify that a one-unit change in scores for employee self-efficacy brings about a 17.7%

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rise in scores for innovative work behaviour. The implication to hotel management is that they must urge employees to become more confident to generate innovative outcomes. The results agree with the findings of several researchers. For instance (Basim et al., 2008; Ibrahim, Afifi & Abdel aal, 2022; Kanapathipillai, Shaari & Mahbob, 2021; Kim, 2019; Özkan, 2017; Wei et al., 2020) all corroborated the results that employee self-efficacy significantly influences innovative work behaviour.

9.3.8 Moderating effect of absorptive capacity on organisation innovation atmosphere and innovative work behaviour relationship

The study concludes that absorptive capacity significantly and positively moderates the relationship between organisational innovation atmosphere and innovative work behaviour. This was determined by the PLS-SEM computations, which revealed a weak moderation effect (Beta = 0.198; p = 0.001: $p < 0.05$; f2 = 0.119). The SEM results indicate that a one-unit change in scores for absorptive capacity strengthens the organisational innovation atmosphere and the relationship between innovative work behaviours by 19.8%. The implication to hotel management is that they need to create a work climate that fosters absorptive capacity and creativity among employees to bring about innovative work behaviour. Absorptive capacity can be promoted through learning, technological advancement, knowledge acquisition and knowledge sharing.

The significant moderation effect is related to previous research. Thus, some studies (David et al., 2021; Elbaz, Agag & Alkathiri, 2018; Guimaraes et al., 2016; Li et al., 2022) all found evidence that the link between organisational innovation atmosphere and innovative work behaviour becomes stronger at high absorptive capacity. However, Naqshbandi and Tabsche (2018) and Wang et al. (2023) disagree with the above finding because they found no evidence of absorptive capacity playing a moderating role in the connection between organisational learning atmosphere or work environment for knowledge transfer and innovative work behaviour.

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9.3.9 Moderating effect of absorptive capacity on transformational leadership and innovative work behaviour relationship

The study concludes that absorptive capacity has a significant and positive moderation effect on the relationship between transformational leadership and innovative work behaviour. This was shown by the PLS-SEM computations, which indicated a weak moderation effect (Beta = 0.150; p = 0.0001: p < 0.05; f2 = 0.044). The SEM results demonstrate that a one-unit change in scores for absorptive capacity intensifies the transformational leadership and innovative work behaviour relationship by 15%. The implication to hotel management is that avenues must be made to develop learning, coaching and teamwork opportunities to heighten employee innovative work behaviour. The result aligns with the findings of some researchers who drew similar conclusions. For instance, Chang et al. (2018) revealed that unit-level absorptive capacity moderated the link between transformation leadership and unit innovative performance. Again, Otair et al. (2022) showed that absorptive capacity actively moderated transformational leadership-empowered knowledge-sharing and innovation relationships.

9.3.10 Moderating effect of absorptive capacity on the relationship between work engagement and innovative work behaviour

The study concludes that absorptive capacity does not significantly moderate the relationship between employee work engagement and innovative work behaviour. This was revealed by the PLS-SEM computations, which indicated an insignificant, weak moderation effect (Beta = -0.097; p = 0.125: p > 0.05; f2 = 0.037). This implies that the link between work engagement and innovative work behaviour among hotel employees does not depend on absorptive capacity. The insignificant moderation effect is similar to previous research. Thus, Tian and Soo (2018) and Ul zia, Burita and Yang (2022) showed that absorptive capacity failed to moderate relationships between employee creativity and job performance and supervisors/colleagues' support and innovative capabilities. Nevertheless, other

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researchers dismissed the insignificant result. This is because Gong, Zhou and Chang (2013) and Wang, Yang and Xue (2017) confirmed the moderating effect of absorptive capacity in the relationship between employee well-being and knowledge and innovative work behaviour.

9.3.11 Moderating effect of absorptive capacity on the relationship between self-efficacy and innovative work behaviour

The study concludes that absorptive capacity has a significant and negative moderation effect on the relationship between employee self-efficacy and innovative work behaviour. This was confirmed by the PLS-SEM computations, which indicated a weak moderation effect (Beta = -0.249; p = 0.001: $p < 0.05$; f2 = 0.009). The SEM results demonstrate that a one-unit change in scores for absorptive capacity reduces the employee self-efficacy and innovative work behaviour relationship by 24.9%. Noor and Aljanabi (2016) support the significant moderation effect, who revealed that absorptive capacity moderates the relationship between people's confidence in entrepreneurship and technological innovation. Nevertheless, the negative (inverse) moderating effect opposes findings from previous studies. Researchers like Xu et al. (2020) and Kwon and Woo (2019) found a positive moderating role of absorptive capacity in relationships involving self-efficacy and extra-role creative behaviours among employees.

9.4 RECOMMENDATIONS FOR POLICY, PRACTICE AND RESEARCH

Based on the study's key findings, several recommendations have been made to improve hospitality practices, policies and new research. These are explained below.

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9.4.1 For practice

The study makes some recommendations that can help improve hospitality practices. First, the study recommends applying the transformational leadership style since it can facilitate innovative outcomes among hospitality firms. This means the tenets of transformational leadership, like coaching, motivation, support, encouragement and listening, can be prioritised in the hospitality workplace. This potentially creates an environment that enables innovative work behaviour to thrive. In such settings, employees may feel supported, valued and respected, giving them the free will to try and achieve extraordinary and ground-breaking feats.

Again, applying the transformational leadership style is endorsed because it can enhance individual factors at the workplace. Individual factors include employee work engagement, self-efficacy, and individual absorptive capacity, as well as progress in the face of inspired direction, kindness, and openness from supportive leaders. This can help employees acquire the needed inspiration, knowledge, tools, and appropriate guidelines to build confidence and expertise in their specific work roles to foster organisational success.

In turn, hospitality managers are urged to create specific avenues for developing work engagement, self-efficacy and individual absorptive capacity because they can promote innovative work behaviour among employees. Avenues like flexible workload, clarifying task assignments, capacity-building programmes and open communication can be used to achieve desired goals. Due to the intensive nature of work and pressure in hospitality jobs, engaged, involved, assertive and prepared to learn and apply knowledge are best positioned to exhibit innovative behaviours.

Apart from individual factors, it is also recommended that hospitality managers create an atmosphere for organisational factors since they have proved crucial to innovative work behaviour. In this regard, organisational factors like organisational innovation atmosphere and organisational absorptive capacity can foster innovative work behaviour. Therefore, a workplace climate for creativity,

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technological advancement, and research and development is needed at the firm level. This can equip employees to absorb and apply new information to solve demanding and innovative tasks.

Lastly, it is suggested that employees demonstrate responsibility, commitment, a positive attitude, personality and support for organisational goals. These qualities may benefit both employees and their organisations. They can empower and push employees to attempt innovative activities as they undertake their tasks, influencing job performance, output, and efficiency.

9.4.2 For policy

To improve policy directions for hospitality practice, hospitality firms can implement a policy focusing on teamwork and open communication. This can promote collaboration, strengthen employee passion, and build confidence to heighten employee work engagement and self-efficacy.

In response to the importance of absorptive capacity, hospitality firms can also implement a policy prioritising research and development. Both small-scale and large-scale hospitality firms can devote resources to this purpose. This can strengthen efforts towards innovation and improve processes that promote innovative work behaviour.

Hospitality firms are encouraged to implement policies that inspire supportive leadership and coaching. Employees feel free and confident to interact with such leaders, and the feedback shared in such engagements helps correct mistakes and exuberantly take on difficult tasks and work situations.

Hospitality firms could further adopt policies that promote equal treatment, workplace justice, and role clarity so that employees are more likely to feel welcomed and prepared to go the extra mile for their organisations. These policies must eliminate workplace inhibitors like job stressors, job insecurity, injustice, ostracism, and incivility.

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9.4.3 For further research

This study examined the influence of the transformational leadership style on innovative work behaviour through individual and organisational factors of work engagement, self-efficacy, organisational innovation atmosphere and absorptive capacity. Therefore, it is suggested that further research be carried out to investigate how other leadership styles, like transactional or strategic leadership, together with contextual factors, influence innovative work behaviour. Moreover, new studies can be conducted to assess how two extra-role behaviours of employees — innovative work behaviour and organisational citizenship behaviour — impact organisational performance in the hospitality industry. Lastly, additional research can move beyond innovative work behaviour and investigate other organisational variables. In this regard, forthcoming research can look at organisational justice and employee retention through the mediating variable of employee satisfaction and the moderating variable of leaders' emotional intelligence.

9.5 CONTRIBUTIONS OF THE STUDY

The study contributes to hospitality practice, policy directions, and theory development.

9.5.1 Towards practice

The study findings provide new evidence on how hospitality managers can promote IWB among their employees. The study highlights how leadership can be combined with individual and organisational conditions to foster employee IWB. Thus, an attempt has been made to show that engaged and assertive employees operating under transformational leaders and conducive work settings can learn, absorb and apply new knowledge and exhibit IWB. This means hospitality

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managers in Ghana can resort to this integrative impact to help their employees innovate. Also, the study improves hospitality practice by revealing that transformational leadership practices require organisational conditions, such as absorptive capacity, to impact employee IWB. This shows how Ghanaian hospitality managers can focus on changing old work patterns and create an atmosphere for learning to promote continued workplace changes and innovative attempts. Lastly, the study expresses how leadership, work engagement, self-efficacy, innovative atmosphere and absorptive capacity can be used as a dynamic capability. Based on this, hospitality firms like hotels can adapt their resource base and create strategic organisational practices to ensure employees can be resourceful and innovative.

9.5.2 Towards policy

The study results demonstrate to Ghanaian hospitality managers that they can implement a workplace policy of practising transformational leadership, fostering employee work engagement and self-efficacy, building absorptive capacity and creating a climate for innovation. The work culture for such a policy must focus on teamwork, open communication, feedback, employee support and encouragement to try new things without fear of failure. The end product is that such a policy can heighten innovative work behaviour among employees. Lastly, the research findings add that hospitality managers can implement a policy on research and development. A research and development policy allows employees to learn and acquire new knowledge, bringing confidence and vigour to handle difficult tasks and attempt ground-breaking feats.

9.5.3 Towards theory

The study adds to the existing knowledge of organisational innovation literature. Although the link between transformational leadership style and innovative work behaviour has been researched, little is known about how the variables of work engagement, self-efficacy, innovation atmosphere and absorptive capacity, directly

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and indirectly, shape this relationship. The present study provides this evidence to enhance the conceptualisation of transformational leadership and innovative work behaviour. Moreover, contextually, the novel theoretical contribution of the research is apparent because this is the first study in the Ghanaian hotel industry to examine the individual and organisational factors that directly and indirectly (mediate and moderate) influence transformational leadership style and innovative work behaviour relationship. The study's findings also pave the way for future Ghanaian hospitality researchers to explore the hotel industry further in this subject. Lastly, the study attempts to demonstrate the application of Social Exchange and Empowerment Leadership theories from the employees' viewpoint through the mediation and moderation mechanisms to measure employees' IWB.

9.6 CHAPTER SUMMARY

Overall, the study, which sought to investigate how transformational leadership style impacted innovative work behaviour through contextual factors, revealed that the relationships among variables were largely significant. Therefore, as the Ghanaian hospitality industry continues to grow and remain competitive and relevant in the sub-region, the research findings can stimulate valuable dialogue and enhance innovation within hospitality businesses. Although transformational leadership and innovative work behaviour have been widely researched, little is known empirically about the situation among hotel employees in Ghana. The study established that engaged and assertive employees operating under transformational leaders and a conducive creative climate can learn, absorb and apply knowledge and exhibit innovative work behaviour. Hence, by creating such an environment and contextual factors, hospitality firms and other organisations can gain a competitive edge in the marketplace.

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APPENDIX 1 – QUESTIONNAIRE

DATA COLLECTION INSTRUMENT

Dear respondent. I am Michael Worlanyo Akotia. I am a PhD student from the Central University of Technology (CUT) Free State in South Africa. My supervisor is Professor Dennis Yao Dzansi from the same university. I am researching on the topic: The effects of transformational leadership on innovative work behaviour in the Ghanaian hospitality industry with the mediated moderation effects of individual and organisational factors. I would be very grateful for your assistance in completing the questions below. Please read the statements carefully and mark **x** the number that corresponds to your choice. The study is entirely for academic purpose, hence any information provided would be considered valuable and confidential. It is hoped that you would be as candid as possible. Thank you.

SECTION A: DEMOGRAPHIC DATA						
	Please mark appropriate answer with X in the applicable box					
1	Please indicate your current age	1 Under 30 years	2 31-35 years	3 36-40 years	4 41-45 years	5 More than 45 years
2	Please indicate your gender	1 Male		2 Female		
3	Please indicate your highest level of qualification	1 National Diploma/ Advanced Certificate	2 Bachelors' Degree/Advanced Diploma	3 Masters' Degree/ Postgraduate Diploma	4 Doctor's Degree	5 Other
4	Please indicate your monthly salary	1 Below 1,000 Cedis	2 1,000 – 2,000 Cedis	3 2,001 –3,000 Cedis	4 3,001 – 4,000 Cedis	5 Above 4,000 Cedis
5	Please indicate the department in this hotel where you work	1 Housekeeping	2 Front Office	3 Food and Beverages	4 Sales Marketing	5 HR / Accounts	6 Maintenance / Security
6	Please indicate the number of years you have worked in this hotel	1 Below 5 Years	2 6 - 10 years	3 11 – 15 years	4 16 – 20 Years	5 Over 20 Years

Transformational Leadership

This section seeks for your candid opinions about transformational leadership practices in this hotel. Please choose from the scale of 1-7 to express your candid opinions.

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		1 Strongly Disagree	2 Disagree	3 Somewhat Disagree	4 Neutral	5 Somewhat Agree	6 Agree	7 Strongly Agree
7	I see that leadership in this hotel focuses on building trust	[1]	[2]	[3]	[4]	[5]	[6]	[7]
8	Leaders inspire workers with power in this hotel	[1]	[2]	[3]	[4]	[5]	[6]	[7]
9	Leaders work with employees with pride	[1]	[2]	[3]	[4]	[5]	[6]	[7]
10	Leaders go beyond their own individual interests for employees	[1]	[2]	[3]	[4]	[5]	[6]	[7]
11	Leaders act with integrity	[1]	[2]	[3]	[4]	[5]	[6]	[7]
12	Leaders talk about their values and beliefs openly	[1]	[2]	[3]	[4]	[5]	[6]	[7]
13	Leadership in this hotel emphasises on a desirable vision	[1]	[2]	[3]	[4]	[5]	[6]	[7]
14	Leaders consider the moral and ethical consequences of their actions	[1]	[2]	[3]	[4]	[5]	[6]	[7]
15	I feel motivated by the leadership style of this hotel	[1]	[2]	[3]	[4]	[5]	[6]	[7]
16	I am encouraged at work by my supervisors	[1]	[2]	[3]	[4]	[5]	[6]	[7]
17	My effort at work is appreciated	[1]	[2]	[3]	[4]	[5]	[6]	[7]
18	I am challenged to deliver extraordinary results	[1]	[2]	[3]	[4]	[5]	[6]	[7]
19	I consider that leadership in this hotel encourages innovative thinking	[1]	[2]	[3]	[4]	[5]	[6]	[7]
20	Leaders question assumptions of problems to help employees address problems innovatively	[1]	[2]	[3]	[4]	[5]	[6]	[7]
21	Leaders reframe problems for workers to make them solvable	[1]	[2]	[3]	[4]	[5]	[6]	[7]
22	Leadership supports tackling old situations in new ways	[1]	[2]	[3]	[4]	[5]	[6]	[7]

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23	I see that leadership in this hotel focuses on coaching/mentoring	[1]	[2]	[3]	[4]	[5]	[6]	[7]
24	I consider that leadership in this hotel helps develop people	[1]	[2]	[3]	[4]	[5]	[6]	[7]

25	I think that leadership in this hotel pays attention to the needs of workers	[1]	[2]	[3]	[4]	[5]	[6]	[7]
26	Leadership in this hotel supports workers towards achievement of goals and growth.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
Innovative Work Behaviour This section seeks for your candid opinions about innovative work behaviour practices in this hotel. Please choose from the scale of 1-7 to express your candid opinions.								
		1 Strongly Disagree	2 Disagree	3 Somewhat Disagree	4 Neutral	5 Somewhat Agree	6 Agree	7 Strongly Agree
27	I consider myself to be a creative/innovative person	[1]	[2]	[3]	[4]	[5]	[6]	[7]
28	I am able to create new ideas for difficult issues and situations	[1]	[2]	[3]	[4]	[5]	[6]	[7]
29	I look out for new working methods, techniques or instruments to solve problems.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
30	I try to generate original solutions for problems	[1]	[2]	[3]	[4]	[5]	[6]	[7]
31	I am able to mobilise support for innovative ideas	[1]	[2]	[3]	[4]	[5]	[6]	[7]
32	I give my approval to innovative ideas	[1]	[2]	[3]	[4]	[5]	[6]	[7]
33	I make key organisational members enthusiastic about innovative ideas	[1]	[2]	[3]	[4]	[5]	[6]	[7]

34	I am able to transform innovative ideas into useful applications	[1]	[2]	[3]	[4]	[5]	[6]	[7]
35	I am able to cleverly initiate innovative ideas into the work environment	[1]	[2]	[3]	[4]	[5]	[6]	[7]
36	I am able to evaluate the value of innovative ideas	[1]	[2]	[3]	[4]	[5]	[6]	[7]

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37	I am given the opportunity to develop my creative potential	[1]	[2]	[3]	[4]	[5]	[6]	[7]

Absorptive Capacity

This section seeks your candid opinions about absorptive capacity practices in this hotel. Please choose from a scale of 1-7 to express your candid opinions.

		1 Strongly Disagree	2 Disagree	3 Somewhat Disagree	4 Neutral	5 Somewhat Agree	6 Agree	7 Strongly Agree
38	This hotel searches for relevant information concerning our industry daily	[1]	[2]	[3]	[4]	[5]	[6]	[7]
39	Hotel management motivates employees to use information sources within our industry.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
40	Hotel management expects that employees also search for information beyond our industry.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
41	Ideas and concepts are communicated across various departments in this hotel.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
42	Hotel management emphasises interdepartmental support to solve problems	[1]	[2]	[3]	[4]	[5]	[6]	[7]
43	This hotel has a quick information flow where information from one department is shared promptly with all departments.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
44	Hotel management demands periodic inter-departmental meetings to share new ideas, developments, problems, etc.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
45	Employees in this hotel can structure and use collected knowledge	[1]	[2]	[3]	[4]	[5]	[6]	[7]

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46	Employees in this hotel can grasp new knowledge and make it available when needed.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
47	Employees in this hotel can successfully link existing knowledge with new ideas.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
48	Employees in this hotel can apply new knowledge in their practical work.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

49	Hotel management supports the development of examples to be followed	[1]	[2]	[3]	[4]	[5]	[6]	[7]
50	The hotel regularly reconsiders technologies and adapts them in accordance with new knowledge.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
51	The hotel has the ability to work more effectively by adopting new technologies.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

Employee Work Engagement

This section seeks for your candid opinions about employee work engagement situation in this hotel. Please choose from the scale of 1-7 to express your candid opinions

		1 Strongly Disagree	2 Disagree	3 Somewhat Disagree	4 Neutral	5 Somewhat Agree	6 Agree	7 Strongly Agree
52	When I get up in the morning, I feel like going to work	[1]	[2]	[3]	[4]	[5]	[6]	[7]
53	I always feel full of energy at work	[1]	[2]	[3]	[4]	[5]	[6]	[7]
54	I always persevere at work even when things do not go well	[1]	[2]	[3]	[4]	[5]	[6]	[7]
55	I can continue working for very long periods at a time	[1]	[2]	[3]	[4]	[5]	[6]	[7]
56	I am very resilient and mentally strong at work	[1]	[2]	[3]	[4]	[5]	[6]	[7]

57	I feel strong and vigorous at work	[1]	[2]	[3]	[4]	[5]	[6]	[7]
58	The work I do in this hotel is challenging	[1]	[2]	[3]	[4]	[5]	[6]	[7]

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59	The work I do in this hotel inspires me	[1]	[2]	[3]	[4]	[5]	[6]	[7]
60	I am enthusiastic about my job	[1]	[2]	[3]	[4]	[5]	[6]	[7]
61	I am proud of the work that I do	[1]	[2]	[3]	[4]	[5]	[6]	[7]
62	I find the work that I do to be full of meaning and purpose	[1]	[2]	[3]	[4]	[5]	[6]	[7]
63	I forget about everything else around me when I am working	[1]	[2]	[3]	[4]	[5]	[6]	[7]
64	Time flies when I am working	[1]	[2]	[3]	[4]	[5]	[6]	[7]
65	I get carried away when I am working	[1]	[2]	[3]	[4]	[5]	[6]	[7]
66	I find it difficult to detach myself from my job	[1]	[2]	[3]	[4]	[5]	[6]	[7]
67	I am immersed in my work	[1]	[2]	[3]	[4]	[5]	[6]	[7]
68	I feel happy when I am working a lot	[1]	[2]	[3]	[4]	[5]	[6]	[7]
Occupational Self-efficacy This section seeks your candid opinions about occupational self-efficacy practices in this hotel. Please choose from a scale of 1-7 to express your candid opinions.								
		1 Strongly Disagree	2 Disagree	3 Somewhat Disagree	4 Neutral	5 Somewhat Agree	6 Agree	7 Strongly Agree
69	I meet the goals that I set for myself in my job	[1]	[2]	[3]	[4]	[5]	[6]	[7]
70	I feel prepared to meet most of the demands of my job	[1]	[2]	[3]	[4]	[5]	[6]	[7]

71	I am usually able to handle any situation that comes my way in my job	[1]	[2]	[3]	[4]	[5]	[6]	[7]
72	I can remain calm when facing difficulties in my job because I can rely on my abilities.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
73	I can usually find several solutions to problems that I encounter at work.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
74	I can usually think of something to do if I am in trouble at my job	[1]	[2]	[3]	[4]	[5]	[6]	[7]
75	I know how to handle unforeseen situations in my job due to my resourcefulness.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
76	I am well-prepared for my professional future due to past experiences in my job.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

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Organisational Innovation Atmosphere This section seeks candid opinions about this hotel's organisational, creative climate. Please choose from a scale of 1-7 to express your candid opinions.								
		1 Strongly Disagree	2 Disagree	3 Somewhat Disagree	4 Neutral	5 Somewhat Agree	6 Agree	7 Strongly Agree
77	The work atmosphere in this hotel is filled with lots of energy	[1]	[2]	[3]	[4]	[5]	[6]	[7]
78	Employees in this hotel are able to make choices about their own work	[1]	[2]	[3]	[4]	[5]	[6]	[7]
79	Employees usually feel welcome when bringing out new ideas	[1]	[2]	[3]	[4]	[5]	[6]	[7]
80	People do not steal ideas from each other, as open communication is practised in this hotel.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
81	The hotel often seeks new ways of thinking to address frequently changing situations.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
82	Hotel employees exhibit a great sense of humour	[1]	[2]	[3]	[4]	[5]	[6]	[7]
83	A wide variety of opinions and viewpoints are expressed here	[1]	[2]	[3]	[4]	[5]	[6]	[7]
84	Hotel employees behave more maturely to prevent conflicts and power struggles.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
85	The hotel supports experiments, adventure and taking risks	[1]	[2]	[3]	[4]	[5]	[6]	[7]
86	There is available time to explore new ideas in this hotel.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

Thanks for taking the time to participate in this study

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