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The Impact of Psychological Empowerment on Enhancing Employee Innovative Behavior in Hotels

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Keywords

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Abstract

This study aims to examine the impact of psychological empowerment on the innovative behavior of hotel employees. The research seeks to clarify how key empowerment dimensions such as impact, competence, meaning, and self-determination in decision making contribute to enhancing innovative behaviors within the hotel work environment.

A descriptive analytical approach was adopted to achieve the study objectives. A structured questionnaire was used as the primary tool for data collection, measuring employees' perceptions of psychological empowerment and its influence on their innovative behavior.

The study was conducted in five-star hotels located in Sharm El-Sheikh. A total of 418 questionnaires were distributed to employees to obtain reliable data on their levels of empowerment and innovative at work.

The results indicated a positive and significant relationship between psychological empowerment and innovative behavior. The study concludes that empowering hotel employees enhances their ability to generate innovative ideas, provide effective solutions, and improve overall service quality especially given their direct interaction with hotel guests.

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1. Introduction

The hospitality industry is one of the most competitive sectors, where service quality and customer satisfaction heavily rely on employees' attitudes and behavior. In this dynamic environment, innovatively has become a critical factor for organizational survival and success. Employees' ability to innovate and respond innovatively to customer needs improves service delivery and boosts competitiveness (Nasrabadi, 2022). Psychological empowerment, defined as employees' perception of control, competence, and meaningfulness at work, is seen as a powerful tool to encourage creativity in the workplace. This research examines how psychological empowerment affects the innovative behavior of hotel employees in Egypt (Li & Fang, 2024). This study aims to conduct an exploratory study in which it measures the impact of psychological empowerment of employees on Innovative behavior of them in terms of their ability to make decisions and their performance, as the contact of employees with customers and the behaviors accompanying the provision of their services within the hotel sector proved to have a significant impact on the level of service quality provided to customers (Abazid, 2010). Organizations today face many challenges and changing variables in their pursuit of achieving goals efficiently and effectively (Kim & Park, 2023). Employees are the foundation for developing high-quality products and delivering distinguished services. Additionally, it would be helpful to develop knowledge about how certain areas of employee empowerment impact improving service quality (Tager et al., 2023). Psychological empowerment is a vital aspect of employee empowerment. It includes four dimensions: meaning, competence, self-determination, and impact. According to Spreitzer (2008, as cited in Nuzul et al., 2020), empowerment has been examined empirically from two main perspectives: structural and psychological. This study examines psychological empowerment in the hotel industry and its connection to service quality, particularly in decision-making and work performance. A lack of empowerment is known to cause job dissatisfaction, which can lead to high employee turnover and significant costs for organizations (Sun, 2023).

Innovative behavior is defined as the distinctive behavior of an employee or a group of employees in the workplace, and it does not necessarily result in new products or services, where the behavior is innovative when the employee practices it for the first time (Anderson & Carmeli, 2024).

1.2. Obstacles to Innovative behavior:

Innovative behavior faces many obstacles and obstacles that prevent the employee from achieving his goal in applying innovative ideas and methods, including:

- 1- Fear of making mistakes and failure.
- 2- Lack of logical distinction between reality and illusion.
- 3- The desire to remain in a safe state, and the inability to explore new things.
- 4- Lack of desire to constantly think to create innovative ideas.
- 5- Haste and an unbridled desire to achieve success.
- 6- The tendency to evaluate and quote ideas rather than create them.

Recent studies in the hospitality and service sectors have emphasized that psychological empowerment comprising meaning, competence, self-determination, and impact is a critical driver of employees' innovative and innovative performance. Research indicates

that when employees experience low empowerment, their ability to contribute innovatively and respond proactively to customer needs diminishes, studies such as Hasanein and Elrayah (2025) demonstrated that psychological empowerment significantly contributes to innovative performance in hotels, particularly when combined with psychological safety. Suprpto et al., (2024) found that empowerment positively affects innovative behavior through improved work engagement, emphasizing the role of self-determination, competence, meaning, and impact as essential psychological drivers. In the Egyptian hotel context, Tager et al., (2023) confirmed that empowered employees are more likely to generate innovative ideas and improve service quality.

Therefore, the present study seeks to examine the impact of psychological empowerment on the innovative behavior of employees in hotels. By exploring empowerment in relation to decision-making, problem-solving, idea generation, and performance, the study aims to provide insights into how empowered employees can contribute to improved service quality and overall organizational effectiveness.

1.3. Objectives of the Study:

1.3.1. Main Objective:

To measure the impact of employees' psychological empowerment on their innovative behavior, particularly in relation to decision-making, problem-solving, idea generation, and performance.

1.3.2. Specific Objectives:

1. To assess the level of psychological empowerment among hotel employees across its main dimensions (self-determination, competence, meaning, and impact).
2. To evaluate the degree of innovative behavior demonstrated by hotel employees, including idea generation, innovative service delivery, decision-making, and problem-solving.
3. To analyze the relationship between psychological empowerment and innovative behavior.
4. To identify which dimensions of psychological empowerment have the strongest influence on innovative behavior.
5. To evaluate the psychological empowerment of hotel employees.
6. To evaluate the degree of innovative behavior among employees.

2. Literature Review

2.1 Psychological Empowerment

2.1.1. Concept of Psychological Empowerment

Empowerment is defined as the motivational concept of self-efficacy (Wang et al., 2021). Its importance comes from its effect on several factors related to organizational success, especially the human element. For example, empowerment has been shown to benefit

employees by being linked in multiple studies to higher job satisfaction and lower employee turnover.

The concept of Psychological Empowerment has emerged as linked to the fields of professional development and the labor market. Perhaps the efforts to highlight the psychological and social aspects of empowerment are what have led to clarifying the concept without restricting its applications in various areas of human activity. Psychological empowerment has become one of the most important tools for human development, contributing to raising the level of human competence to unlock and invest in a person's potential, thereby enhancing their ability to achieve and improve their quality of life (Miguel, 2015; Shahin, 2017).

Carless was defined by (Aba Zaid, 2014) as an administrative behavior, but it is primarily a psychological feeling. This means that these feelings and motivations are not provided to workers; instead, they are intrinsic qualities inherent within them. All senior management can do is create a climate and environment that supports and enhances this sense.

Psychological empowerment is a motivational concept that includes four dimensions: meaning, competence, self-determination, and impact (Spreitzer, 1995, as cited in Zhang & Liu, 2024). Meaning describes the connection between work roles and personal values; competence pertains to self-efficacy in completing tasks; self-determination highlights autonomy in decision-making; and impact indicates the level of influence employees have on organizational results. Research indicates that empowerment boosts job satisfaction, organizational commitment, and innovatively (Rahman & Chowdhury, 2023). In recent years, the concept of employee empowerment has gained increasing importance in the hospitality and service industries (Kruja et al., 2016). It is regarded as one of the most effective methods for increasing productivity and efficiency, as well as enhancing guest satisfaction (Lee & Ok, 2015b; Kruja et al., 2016). Empowerment has been shown to boost employee productivity and efficiency across various industries. It can also enhance employee satisfaction and aid in retaining top talent (Elnaga & Imran, 2014; Fernandez & Moldogaziev, 2015). Therefore, represents a job adjustment indicator.

These cognitions imply that employees:

- (i) Find their jobs meaningful.
- (ii) Feel confident in successfully performing job tasks;
- (iii) Feel they have sufficient autonomy at work;
- (iv) Believe their actions can impact their work environment.

2.1.2. Measures of psychological empowerment:

- 1. Meaning.
- 2. Impact.
- 3. Competence.

4. Self-determination.

2.1.3. Dimensions of psychological empowerment:

We conclude from the previous definitions that empowerment is a motivational method consisting of four perceptions: importance, competence, ability to choose, and influence. These perceptions reflect a positive attitude toward work. Therefore, we find that psychological empowerment is an expression of a motivational component that enables workers to possess independent capabilities, allowing them to make decisions and act in ways that align with the organization's objectives. These dimensions will be discussed separately (Yadav et al., 2023).

1- Impact:

Spritzer believes that influence is the degree to which an individual can affect strategic, administrative, and operational results at work. Influence is the extent to which the individual can control his mind and ensure that others like his ideas. (Yadav et al., 2023).

2- Competence:

Spritzer believes that an individual's belief in their ability to perform tasks skillfully and their feeling of competence can be strengthened through effective supervision. This is achieved by providing feedback on performance and creating an environment that encourages thinking and innovatively. Giving the individual more responsibilities and more complex tasks will not be seen as mastery unless they are confident in their abilities. Success in taking on these responsibilities, executing these tasks, and training workers in decision-making, initiative, and innovation are central to competence. When a worker feels incapable of completing assigned tasks due to lack of training, it reduces their confidence in their abilities, or their self-efficacy (Dalal, 2023).

3- Self-determination:

It is the degree of freedom that an individual has in performing his work, including making decisions, choosing methods, and following procedures. The perceived freedom of choice leads to increased flexibility, innovation, initiative, resistance to work pressures, and self-control. However, as we repeat it, it can also lead to negative effects at work, and the individual's self-esteem may decrease. (Dalal, 2023)

4- Meaning:

Spritzer believes that the meaning of work refers to an individual's evaluation of their work or the purpose behind it based on personal standards and ideas. This dimension also involves comparing work requirements with the individual's beliefs, such as believing that the tasks they perform are valuable and have a noble purpose (Zhang et al., 2021). The sense of meaning at work can be enhanced by providing information related to tasks and their sharing, as well as through effective supervision. The perceived meaning is influenced by three key characteristics: the diversity of skills, the completion of work, and the significance of the job. When workers understand how their specific role contributes to the overall goals of the organization and feel that their job holds meaning and value for both the organization and society especially when they utilize many skills

they develop awareness and understanding that their role is meaningful and valuable to them. (Mukhtar & Salami, 2011).

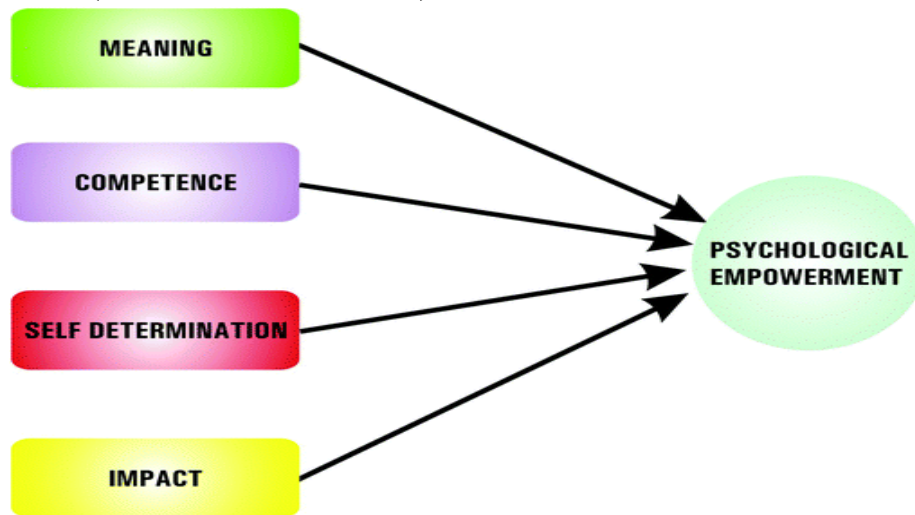


Figure 1 : Dimensions of psychological empowerment

Source : (Zakkariya, 2018).

2.2 Innovative Behavior

It has become increasingly interested in recruiting and retaining employees who are innovative, and adaptable; this is especially true for workers in the hospitality industry where there are high expectations of continuous improvements in the quality-of-service offerings. (Batool, 2024). Thus, employees with innovative capacities are of great interest to both managers and researchers. Innovative ideas and behaviors benefit employees and the hospitality industry economically and psychologically. Utilizing employees' innovatively as a means of addressing problems and raising customer perceptions of quality is an interesting way of optimizing service in high-end hotels leading to commercial success (Islam & Uddin, 2025).

In addition to increasingly focusing its attention on employees' ability to innovate and introduce innovative ideas at work (Aryee et al., 2012) , the hospitality hotel industry is reported to have a problem with job stress of its employees. The topic of job stress has become a significant research subject, primarily because of its various impacts on employees' psychological well-being and, consequently, the productivity of an organization and the quality of its product. (Xu,Z,&Suntryuth,s,2022) It can be reasonably expected that work-related stress will have a negative impact on employees' efficiency and attitudes toward their work environment (Afsar et al., 2014). Researchers have demonstrated that outcomes detrimental to both organizations and employees such as disloyalty, absenteeism, and low morale can be attributed to job stress. (Abdullah,A,N,et al ,2024)

2.2.1. Employee innovation and competitive advantage:

Employee innovation is an essential factor in the innovation that an organization needs to create a sustainable competitive advantage (Zhang & Bartol, 2010). Hospitality businesses should encourage employee innovation that can lead to development of new, cutting-edge, and quality products and services in highly changing environments. The knowledge and behaviors of innovative employees can help enhance product design, service procedure, and customer satisfaction in both hotel and restaurant businesses (Hon, et al, 2013). For example, innovative employees can use their innovatively to design problem-solving strategies that can increase innovation in the overall organization (Li & Hsu, 2016). The hospitality industry is characterized by high-frequency contact between customers and employees, long working hours, and stress from demanding supervisors. Therefore, factors such as individual personality, intrinsic motivation, and job stress management (Byron, et al, 2010; Sun, et al, 2012) are essential for development of employee innovation and should thus be included in their training to facilitate overall innovation in hospitality enterprises.

2.2.2. Definition of Innovative behavior according to some writers:

Innovative behavior is the research, development, and practice of new ideas based on the mutual relationship among members in a current situation (Sari et al., 2024). It is also defined as enhancing creativity using individual problem-solving skills in developing and implementing new ideas and strategies, products, and services (Muneer et al., 2025).

As the importance of innovative behavior has been highlighted, the number of studies explaining its mechanism from the conservation of resource perspective has increased. Recent empirical studies have shown that leadership style, peer support, and self-evaluation act as resources to provoke innovative behavior through employee immersion. Additionally, positive psychological capital perfectly mediates the positive relationship between organizational innovation atmosphere and employees' innovative behavior. (Wang et al., (2024).

2.3. Research Objectives:

1. To evaluate the psychological empowerment of hotel employees.
2. To evaluate the degree of innovative behavior among employees.
3. To analyze the relationship between psychological empowerment and innovative behavior.

2.4. Hypotheses:

- H1: There is a statistically significant Correlation between psychological empowerment and innovative behavior among hotel employees.
- H2: Psychological empowerment significantly predicts the level of innovative behavior exhibited by employees.
- H3: There are no statistically significant differences in psychological empowerment and innovative behavior across demographic groups.

4. Methodology

4.1. Theoretical framework

The theoretical framework of this study is based on the relationship between psychological empowerment and innovative behavior among hotel employees. Psychological empowerment, represented by its four dimensions (meaning, impact, competence and self-determination) is proposed to influence employees' levels of innovative behavior.

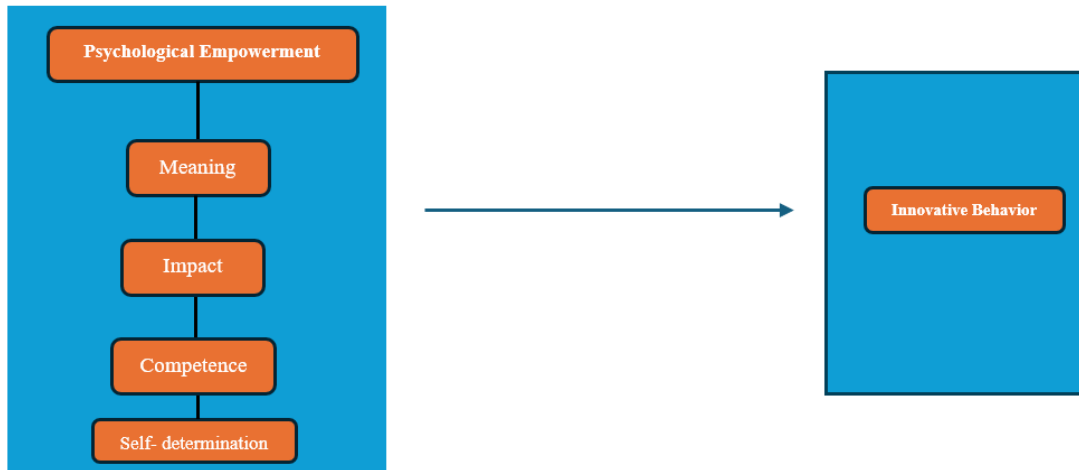


Fig2: Theoretical framework

This framework assumes that when employees perceive higher empowerment in their work environment, they are more motivated to generate and apply innovative ideas that enhance organizational performance. As shown in Figure (2), psychological empowerment acts as the independent variable, while innovative behavior serves as the dependent variable, reflecting the hypothesized positive and significant relationship between them.

4.2. Research Design

This research aims to examine the impact of psychological empowerment on the innovative behavior of hotel workers using a quantitative approach to test the hypotheses. Quantitative methods of data analysis are valuable for drawing meaningful conclusions from a large body of qualitative data, as they allow results to be reported in numerical terms with a specified degree of confidence. By quantifying the degree of certainty in the findings, quantitative analysis lends greater credibility to research outcomes. Such approaches are particularly useful when there is a need to summarize data collected from repeated participatory processes, such as focus group discussions or structured activities, where common features can be identified and coded into major categories. This coding process facilitates a more systematic exploration of the qualitative aspects that remain, enabling the researcher to discuss them with clarity and precision (Jameel, F, et al, 2025). Moreover, quantitative analysis is especially effective when qualitative data are collected in a structured manner, even if elicited through participatory techniques, as it allows researchers to study coded information first and then return to the remaining qualitative components in a more focused and comprehensive way.

4.3. Research instrument

The survey was chosen as the main research tool for collecting data from five-star hotels in Sharm El-Sheikh, as it is one of the most widely used methods in social sciences for empirically testing the effects of social and psychological variables and their relationships. The study focused on five-star hotels in Sharm El Sheikh, given its status as a major tourist hub and the diversity of its staff, providing an ideal context for studying psychological empowerment and innovative behavior. Additionally, I was staying in Sharm El Sheikh. Five-star hotels were selected for their high-quality services, advanced operational practices, and structured human resource management systems, enabling the meaningful measurement of employee empowerment and innovation. Limiting the study to this context ensures its consistency and relevance to the luxury hospitality environment. Guided by previous studies and aligned with the objectives of this research, the questionnaire was carefully created and distributed in two phases: first, electronically through social media platforms, and second, in paper format directly within the hotels. The questionnaire was organized into four main sections. The first section collected demographic information such as gender, age, and specialization. The second and third sections together focused on psychological empowerment: the second provided a general overview, while the third explored its specific dimensions. The measurement of psychological empowerment included four key dimensions: meaning, competence, self-determination, and influence (impact). Items measuring the meaning dimension were adapted from Spreitzer's (1995) psychological empowerment scale, as applied in Al-Sabi's (2017) study on empowerment and service recovery performance among hotel employees in Jordan. The remaining dimensions (impact, competence, and self-determination) were adapted from Helmy (2021), *Psychological Empowerment and Its Role in Achieving Organizational Identification*. The final section focused on assessing innovative behavior among hotel employees, using items adapted from Ali (2022), *The Effect of Administrative Empowerment on Creative Behavior of Employees in the Syrian Telecom Company*. Each dimension was assessed using statements rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The inclusion of these validated instruments ensured both content validity and reliability. This structured approach ensured that demographic and psychological factors were thoroughly addressed to support a comprehensive analysis of the study variables.

4.4. Research Sample

The research sample consisted of employees from five-star hotels in Sharm El-Sheikh, selected to capture a diverse representation of staff across various departments and job levels. Data were collected over a six-month period from March to August 2025 through a two-stage process: first, an online survey distributed via social media platforms, and second, printed questionnaires administered directly in hotels. To ensure representativeness, a stratified random sampling technique was employed, where hotel departments (e.g., front office, housekeeping, food and beverage, and administration)

were treated as distinct strata to guarantee proportional representation from each. Based on an estimated total population of approximately 37,500 employees in five-star hotels, the required sample size was calculated using Cochran's (1977) formula adjusted for a finite population. About 450 questionnaires were distributed (216 electronic and 234 paper-based), of which 418 valid responses were received, representing a response rate of 92.8%. This approach enhanced both the accuracy and generalizability of the study's findings. Figure (3) illustrates how the sample was calculated and distributed across the different groups.

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

Figure 3: Cochran, W. G. (1977). *Sampling techniques* (3rd ed.). John Wiley & Sons.

Where:

- n = the adjusted sample size for a finite population
- n_0 = the sample size for an infinite population
- N = total population size

To attain a 95% confidence level with a $\pm 5\%$ margin of error, at least 380 questionnaires were needed. Gathering data from additional respondents can improve the reliability and accuracy of the results (Bryman, 2016; Saunders et al., 2019). In this research, data was successfully collected from 418 respondents, offering a representative sample that enhances the validity of the findings.

4.5. Data analysis

The collected data were coded and analyzed using the Statistical Package for the Social Sciences (SPSS, version 25). Descriptive statistics, including means, standard deviations, and frequencies, were used to summarize respondents' demographic characteristics and the main study variables. To test the hypotheses, Pearson's correlation analysis examined the relationship between psychological empowerment and innovative behavior (H1), while simple linear regression analysis tested whether psychological empowerment significantly predicts employees' innovative behavior (H2). Additionally, independent-samples t-tests and one-way ANOVA were conducted to determine whether there were significant differences in participants' responses regarding psychological empowerment and innovative behavior across demographic variables such as gender, age, and department (H3).

5. Statistical Analysis

5.1 Psychometric characteristics of the Questionnaire

1) Validity

The researcher calculated the scientific coefficients of the questionnaire by evaluating its validity through two methods. First, the validity of arbitrators was assessed by a panel of

three experts in tourism and hotels, who examined the suitability of the questionnaire items regarding the relevance of the dimensions and their related statements, as well as how well each statement represented the dimension it measured. The experts' evaluations showed an agreement percentage ranging from 95% to 100%, surpassing the minimum acceptable threshold of 80%, so all items were approved without any changes. Second, internal consistency validity was tested by administering the questionnaire to a pilot sample of 30 respondents selected from the research population but outside the main study sample. Correlation coefficients were computed between each statement and the total score of its dimension, between each statement and the total score of its axis, and between each dimension and the total score of its axis. The results of these analyses are presented in the following tables.

First: The first axis: The reality of psychological empowerment for hotel workers:

Table (1): Correlation coefficients between the score of each statement and the total score of the dimension to which it belongs (n = 30)

Dimensions of psychological empowerment							
Meaning		Impact		Competence		Self-determination	
No.	Correlation coefficient	No.	Correlation coefficient	No.	Correlation coefficient	No.	Correlation coefficient
١	٠.٧٣	١٠	٠.٨٤	١٣	٠.٧٧	١٥	٠.٦٣
٢	٠.٧٦	١١	٠.٧٥	١٤	٠.٨٧	١٦	٠.٨٣
٣	٠.٨٠	١٢	٠.٦٩	-	-	١٧	٠.٩٢
٤	٠.٧٠	-	-	-	-	١٨	٠.٨٤
٥	٠.٧٧	-	-	-	-	١٩	٠.٧١
٦	٠.٨٤	-	-	-	-	-	-
٧	٠.٦٧	-	-	-	-	-	-
٨	٠.٨٠	-	-	-	-	-	-
٩	٠.٨٢	-	-	-	-	-	-

Table (1) shows that the correlation coefficients between each statement's score and the total score of its respective dimension ranged from 0.63 to 0.92, which are statistically significant. This indicates the internal consistency validity of the dimensions.

Table (2): Correlation coefficients between the score of each statement and the total score of the axis to which it belongs (n = 30)

No.	Correlation coefficient	No.	Correlation coefficient	No.	Correlation coefficient	No.	Correlation coefficient
١	٠.٨٠	٦	٠.٧٣	١١	٠.٧٢	١٦	٠.٧٧

٢	٠.٧٥	٧	٠.٨١	١٢	٠.٦٣	١٧	٠.٨٢
٣	٠.٦٧	٨	٠.٧٥	١٣	٠.٧٤	١٨	٠.٧٩
٤	٠.٥٩	٩	٠.٦٩	١٤	٠.٧٨	١٩	٠.٦٢
٥	٠.٦٤	١٠	٠.٧٨	١٥	٠.٧١	-	-

The tabular value of (R) at the (0.05) level = 0.361

Table (2) shows that the correlation coefficients between each statement's score and the total score of its corresponding axis ranged from (0.59 to 0.82), which are statistically significant. This indicates the internal consistency validity of the axis.

Table (3): Correlation coefficients between the score of each dimension and the total score of the axis to which it belongs (n = 30)

Dimensions		Correlation coefficient
Dimensions of psychological empowerment	Meaning	٠.٩٥
	Impact	٠.٩٢
	Competence	٠.٩١
	Self-determination	٠.٩٤

The tabular (R) value at the (0.05) level = 0.250

Table (3) shows that the correlation coefficients between each dimension's score and the total score of the axis it belongs to range from (0.91 to 0.95), which are statistically significant. This indicates the internal consistency validity of the axis.

Second: The second axis: The reality of innovative behavior among hotel workers:

Table (4): Correlation coefficients between the score of each statement and the total score of the axis to which it belongs (n = 30)

No.	Correlation coefficient	No.	Correlation coefficient	No.	Correlation coefficient	No.	Correlation coefficient
٢٠	٠.٦٩	٢٣	٠.٧٣	٢٦	٠.٧٧	٢٩	٠.٨٣
٢١	٠.٦٨	٢٤	٠.٧٠	٢٧	٠.٨١	٣٠	٠.٦٥
٢٢	٠.٧٢	٢٥	٠.٨٢	٢٨	٠.٦٥	٣١	٠.٨٢

The tabular (R) value at the (0.05) level = 0.361.

Table (4) shows the correlation coefficients between each statement's score and the total score of its respective axis, ranging from 0.65 to 0.83. These are statistically significant correlation coefficients, indicating the internal consistency validity of the axis.

2) Reliability

The reliability of the questionnaire was tested using Cronbach's Alpha coefficient (α) on a pilot sample of 30 respondents from outside the main study sample. Cronbach's Alpha values range between 0 and 1, with higher values indicating greater internal consistency. In general, $\alpha \geq 0.70$ is considered acceptable, while values above 0.80 indicate high reliability.

Table (5): Reliability coefficients using Cronbach's alpha coefficient (n = 30)

The axes			Alpha coefficient
Psychological empowerment	Dimensions of psychological empowerment	Meaning	0.94
		Impact	
		Competence	
		Self-determination	
Innovative behavior of hotel workers			0.91
Total score of the questionnaire			0.96

Table (5) shows the reliability results of the study scales. The overall Cronbach's alpha for psychological empowerment was 0.94, indicating excellent internal consistency despite lower values for some sub-dimensions (impact and competence). The innovative behavior scale achieved 0.91, while the total questionnaire reached 0.96, confirming high reliability across all measures.

5.2 Demographic Characteristics

Table 6: Demographic data

Category	Variables	Frequency	Percentage %
Age	From 18 to 30 years	217	51.91%
	From 31 to 40 years	111	26.56%
	From 41 to 50 years	57	13.64%
	Above 50 years	33	7.89%
Gender	Female	203	48.56%
	Male	215	51.44%
Academic Qualification	High School Graduate	31	7.42%
	University Graduate	343	82.06%
	Postgraduate Studies	44	10.53%
Administrative Level	Hotel Manager	9	2.15%
	Department Manager	70	16.75%
	Supervisor	127	30.38%
	Employee	212	50.72%
Department	Front Office	92	22.01%
	Food and Beverage	106	25.36%
	Housekeeping	97	23.21%
	Human Resources	123	29.43%
Job Experience	Less than 5 years	160	38.28%

	From 5 to 10 years	199	47.61%
	More than 10 years	59	14.11%

Tables 6 show that most respondents (51.91%) are between 18 and 30 years old, followed by 26.56% aged 31–40 years, 13.64% aged 41–50 years, and only 7.89% above 50 years. Regarding gender, 51.44% are males and 48.56% are females, indicating a balanced distribution. In terms of academic qualifications, most participants (82.06%) are university graduates, while 7.42% have only a high school diploma and 10.53% hold postgraduate degrees. Concerning administrative levels, half of the respondents (50.72%) are employees, 30.38% are supervisors, 16.75% are department managers, and only 2.15% are hotel managers. By department, 29.43% work in Human Resources, 25.36% in Food and Beverage, 23.21% in Housekeeping, and 22.01% in the Front Office. Finally, regarding work experience, 47.61% have between 5 and 10 years of experience, 38.28% have less than 5 years, and only 14.11% have more than 10 years.

5.3 Descriptive Statistics of Psychological Empowerment Dimensions and innovatively Behavior

Table (7) Descriptive statistics of questionnaire

Axis / Dimension	Overall Score %	Mean	SD
Psychological Empowerment	82.54	4.13	0.42
Meaning	83.59	4.18	0.48
Impact	82.47	4.12	0.47
Competence	82.40	4.11	0.50
Self-determination	81.71	4.09	0.52
Innovative Behavior	82.5	4.12	0.43

The results of the descriptive analysis show that hotel employees report a high level of psychological empowerment across its four dimensions. The strongest score was for psychological empowerment (83.59%), followed by impact (82.47%), competence (82.40%), and Self-determination (81.71%), with an overall score of 82.54% for the axis. This indicates that employees generally feel confident, capable, and independent in their work, with meaningful tasks that boost their sense of empowerment. Regarding innovative behavior, the axis achieved an overall score of 82.50%, reflecting that employees display strong tendencies toward creativity, such as suggesting new ideas, solving problems, and adopting innovative methods in their tasks. Overall, the findings suggest that both psychological empowerment and innovative behavior are strongly evident among hotel employees, with response levels consistently above 80%, confirming positive perceptions and statistically significant agreement across all dimensions.

5.4. Hypothesis Tests

5.4.1 Correlation Analysis

H1: There is a statistically significant correlation between psychological empowerment and innovative behavior among hotel employees.

Table8: Pearson correlation

Pearson correlation (r)	Innovative Behavior
Psychological Empowerment	0.671*
*The critical value of Pearson's correlation coefficient (r) at the 0.05 significance level is 0.098.	

Table (8) shows a positive and statistically significant correlation between psychological empowerment and innovative behavior ($r = 0.671$, $p < 0.01$). This value is considerably higher than the critical correlation coefficient at the 0.05 significance level, confirming the strength and significance of the relationship. The result indicates that higher levels of psychological empowerment among hotel employees are associated with greater engagement in innovative behavior. Given the high internal consistency of the overall psychological empowerment scale ($\alpha = 0.94$), the analysis relied on the composite score rather than the individual dimensions, ensuring greater reliability of the findings and supporting the first hypothesis).

5.4.2 Regression Analysis

H2: Psychological empowerment significantly predicts the level of innovative behavior exhibited by employees.

Prior to performing the regression analysis, all major assumptions were tested to ensure the validity and reliability of the model. The Durbin–Watson statistic (1.703) fell within the acceptable range of 1.5 to 2.5, indicating no autocorrelation among the residuals and confirming the assumption of independence. Additionally, the Collinearity Statistics showed a Tolerance value of 1.00 and a Variance Inflation Factor (VIF) of 1.00, signifying the complete absence of multicollinearity among the independent variables. These results, together with the inspection of the residual plots, supported the assumptions of linearity, normality, and homoscedasticity, confirming that the regression model met all statistical assumptions and the results can be considered robust and reliable.

Table 9: Results of Regression Analysis

Variable	R	R2	Constant	B	Beta	F statistics	t value
Psychological Empowerment	.671	.45	1.254	.694	.671	*339.7	*18.43

*Significant at the 0.05 level

Psychological empowerment contributes to and influences the prediction of the level of innovative behavior among hotel employees. The multiple correlation coefficient (R)

between the two variables was **0.67**, representing the contribution of the independent variable to the dependent variable. The coefficient of determination (R^2) was **0.45**, indicating that psychological empowerment explained **45.00%** of the variance in innovative behavior. The calculated F-value was **339.775**, which is statistically significant. This indicates the existence of a significant relationship between psychological empowerment and innovative behavior among hotel employees. Accordingly, innovative behavior can be predicted considering psychological empowerment, and the regression equation can be expressed as follows:

$$\text{Innovative Behavior} = 1.254 + 0.69 (\text{Psychological Empowerment})$$

5.4.3 Differences across demographic groups

H3: There are no statistically significant differences in psychological empowerment and innovative behavior across demographic groups.

Table (10): Differences according to age

Variables	SS Between	Df	MS Between	SS Within	Df	MS Within	F
Meaning	431.75	3	143.92	7609.01	414	18.38	7.83*
Impact	43.84	3	14.61	815.69	414	1.97	7.42*
Competence	16	3	5.33	404.08	414	0.98	5.46*
Self – determination	149.11	3	49.71	2643.23	414	6.39	7.79*
Psychological Empowerment	1842.08	3	614.03	24912.31	414	60.18	10.20*
Innovative Behavior	743.54	3	247.85	10678.96	414	25.8	9.61*

The critical F value at the 0.05 significance level is: $F(0.05) = 2.62^*$

There are statistically significant differences between the mean scores of the sample members according to the different age categories (18–30 years, 31–40 years, 41–50 years, and over 50 years) regarding the reality of psychological empowerment and innovative behavior among hotel employees. This necessitates conducting a post-hoc comparison test to determine the direction of these differences. Therefore, the researcher will use **Scheffe's test** to identify the specific group differences.

Table (11): Post hoc analysis using Scheffe's test

Dimension / Axis	I (Age Group)	J (Age Group)	Mean Difference	Sig. (0.05)
Meaning	18–30	31–40	1.65	Yes
		41–50	2.17	Yes
		50+	2.66	Yes
Impact	18–30	31–40	0.66	Yes

Competence	18–30	41–50	0.42	No
		50+	0.84	Yes
		31–40	0.44	Yes
		41–50	0.24	No
		50+	0.39	Yes
Self – determination	18–30	31–40	1.06	Yes
		41–50	1.26	Yes
		50+	1.44	Yes
Psychological Empowerment	18–30	31–40	3.8	Yes
		41–50	4.09	Yes
		50+	5.33	Yes
Innovative Behavior	18–30	31–40	2.88	Yes
		41–50	2.35	Yes
		50+	2.38	Yes
Significant at (0.05) level				

The results in Table (11) indicate that the age group 18–30 years consistently scored lower than the older age groups across most variables. Statistically significant differences were observed between the 18–30 group and the 31–40, 41–50, and above 50 groups in Psychological Empowerment (Meaning, Impact, Competence, and self- determination), the total psychological empowerment axis, and innovative behavior, all in favor of the older groups. Within these comparisons, the most consistent advantage appeared for the 31–40 and above 50 groups. In contrast, no significant differences were found among the 31–40, 41–50, and above 50 groups across all variables, highlighting that the younger group (18–30) was the main source of variation. This result may be explained by the fact that younger employees often hold entry-level positions with limited decision-making authority and innovative opportunities. Their shorter experience and organizational tenure may also reduce their confidence and sense of autonomy compared to older, more experienced employees.

Table12: Differences according to gender

Dimensions	Females		Males		t. value
	Mean	SD	Mean	SD	
Meaning	36.78	4.70	38.50	3.89	*4.33
Impact	12.14	1.04	12.09	1.29	*3.19
Competence	8.12	1.10	8.30	0.89	*2.41
Self – determination	20.00	2.07	20.83	2.04	*3.33
Psychological Empowerment	76.94	8.00	80.27	7.11	*4.34
Innovative Behavior	48.23	0.21	50.71	4.97	*4.98
The critical t-value at the 0.05 significance level is: t (0.05) = 1.96*					

The results indicate that male employees scored significantly higher than female employees across all dimensions of psychological empowerment and innovative behavior. Specifically, males reported higher mean scores for psychological empowerment (38.50 vs. 36.68, $t = 4.33^*$), influence (12.59 vs. 12.14, $t = 3.19^*$), competence (8.35 vs. 8.12, $t = 2.41^*$), and self-determination (20.83 vs. 20.00, $t = 3.33^*$). This pattern extends to the overall axis of psychological empowerment (80.27 vs. 76.94, $t = 4.34^*$) and innovative behavior (50.71 vs. 48.23, $t = 4.98^*$). These findings suggest that male hotel employees perceive themselves as more empowered and exhibit higher levels of innovative behavior compared to their female counterparts. However, these differences are more likely to be influenced by organizational and cultural factors than biological ones. In many hotels, men are often assigned roles involving authority, customer interaction, or decision-making responsibilities, as well as a greater capacity to handle work pressure, which may enhance their sense of empowerment and opportunities for innovative expression. In contrast, women may face organizational or cultural barriers that limit their participation in these roles, impacting their perceptions of empowerment and their levels of innovative behavior.

Table 13: Differences according to academic classification

Variables	SS Between	df	MS Between	SS Within	Df	MS Within	F
Meaning	162.97	2	81.48	7877.79	415	18.98	4.29*
Impact	22.34	2	11.17	837.18	415	2.02	5.54*
Competence	10.2	2	5.1	409.88	415	0.99	5.16*
Self – determination	17.78	2	8.89	2774.57	415	6.69	1.33
Psychological Empowerment	592.47	2	296.24	26161.92	415	63.04	4.70*
Innovative Behavior	60185.03	2	145.02	1434.55	415	717.27	4.95*
The critical F value at the 0.05 significance level is: $F(0.05) = 3.02^*$							

There are statistically significant differences between the mean scores of the sample members according to the different academic classification categories (High School Graduate, University Graduate, and Postgraduate Studies) regarding the reality of psychological empowerment and innovative behavior among hotel employees. This necessitates conducting a post-hoc comparison test to determine the direction of these differences. Therefore, the researcher will use **Scheffe's test** to identify where these differences lie.

Table (14): Post hoc analysis using Scheffe's test

Dimension / Axis	I (Group)	J (Group)	Mean Difference	Sig. (0.05)
Meaning	High School	University	2.39	Yes

	Graduate	Graduate		
		Postgraduate	2.22	No
Impact	High School Graduate	University Graduate	0.79	Yes
		Postgraduate	1.07	Yes
Competence	High School Graduate	University Graduate	0.56	Yes
		Postgraduate	0.7	Yes
Psychological Empowerment	High School Graduate	University Graduate	4.53	Yes
		Postgraduate	4.66	Yes
Innovative behavior	High School Graduate	University Graduate	2.54	Yes
		Postgraduate	2.48	No
Significant at (0.05) level				

Table (14) shows that high school graduates scored significantly lower than university and postgraduate graduates in psychological empowerment and innovative behavior, with differences favoring the higher education groups. No significant differences were found between university and postgraduate graduates, indicating that the main variation lies between high school and higher education levels.

Table (15): Differences according to Administrative Level of Employees

Variables	SS Between	df	MS Between	SS Within	Df	MS Within	F
Meaning	394.72	3	131.57	7646.04	414	18.47	7.12*
Impact	23.99	3	8	835.53	414	2.02	3.96*
Competence	4.99	3	1.67	415.08	414	1	1.66
Self - determination	19.25	3	6.42	2773.09	414	6.7	0.96
Psychological Empowerment	592.47	2	296.24	26161.92	415	63.04	4.70*
Innovative Behavior	217.23	3	72.41	11205.27	414	27.07	2.68*
The critical F value at the 0.05 significance level is: $F(0.05) = 2.62^*$							

There are statistically significant differences between the mean scores of the sample members according to the different administrative levels of employees (Hotel Manager, Department Manager, Supervisor, and Staff Member) regarding the reality of psychological empowerment and innovative behavior among hotel employees. Accordingly, it is necessary to perform a post-hoc comparison. For this purpose, the

researcher will apply **Scheffe's test** to determine which groups differ significantly from one another.

Table (16): Post hoc analysis using Scheffe's test

Dimension	I (Group)	J (Group)	Mean Difference	Sig. (0.05)
Meaning	Hotel Manager	Department Manager	4.90*	Yes
		Supervisor	3.22	No
		Employee	2.49	No
Impact	Hotel Manager	Department Manager	0.72	No
		Supervisor	0.35	No
		Employee	0.07	No
Psychological Empowerment	Hotel Manager	Department Manager	5.71	No
		Supervisor	3.29	No
		Employee	1.82	No
Innovative Behavior	Hotel Manager	Department Manager	1.12	No
		Supervisor	0.81	No
		Employee	0.52	No
Significant at (0.05) level				

The post-hoc analysis using Scheffé's test showed that the only statistically significant difference among administrative levels was in the "Meaning" dimension of psychological empowerment, where Department Managers scored higher than Hotel Managers (Mean Difference = 4.90, $p < 0.05$). No significant differences were found between Hotel Managers and Supervisors or Employees in other dimensions. Thus, administrative hierarchy appears to exert minimal influence.

Table (17): Differences according to Department in hotels

Variables	SS Between	df	MS Between	SS Within	Df	MS Within	F
Meaning	47.23	3	15.74	7993.52	414	19.31	0.82
Impact	3.78	3	1.26	855.75	414	2.07	0.61
Competence	3.09	3	1.03	416.98	414	1.01	1.02
Self - determination	50.16	3	16.72	2742.19	414	6.62	2.52
Psychological Empowerment	280.35	3	93.45	26474.04	414	63.95	1.46
Innovative Behavior	129.24	3	43.08	11293.26	414	27.28	1.58
The critical F value at the 0.05 significance level is: $F(0.05) = 2.62^*$							

There are no statistically significant differences between the mean scores of the sample members according to the department (Front Office, Food and Beverage, Housekeeping, Human Resources) regarding the reality of psychological empowerment and innovative behavior among hotel employees.

Table (18): Differences in job experience year

Variables	SS Between	df	MS Between	SS Within	Df	MS Within	F
Meaning	581.88	2	290.94	7458.88	415	17.97	16.19*
Impact	54.45	2	27.23	805.07	415	1.94	14.04*
Competence	13.32	2	6.66	406.76	415	0.98	6.80*
Self - determination	151.31	2	75.66	2641.04	415	6.36	11.89*
Psychological Empowerment	2236.54	2	1118.27	24517.85	415	59.08	18.93*
Innovative Behavior	578.44	2	289.22	10844.06	415	26.13	11.07*
The critical F value at the 0.05 significance level is: $F(0.05) = 3.05^*$							

There are statistically significant differences between the mean scores of the sample members based on the different work experience categories (less than 5 years, 5 to 10 years, more than 10 years) concerning the reality of psychological empowerment and innovative behavior among hotel employees. This necessitates conducting a post-hoc comparison test to determine the direction of these differences. Therefore, the researcher will apply **Scheffe's test** to identify where the significant differences lie.

Table (19): Post hoc analysis using Scheffe's test

Dimension	I (Group)	J (Group)	Mean Difference	Sig. (0.05)
Meaning	Less than 5 years	From 5 to 10 years	2.14*	Yes
		More than 10 years	3.05*	Yes
Impact	Less than 5 years	From 5 to 10 years	0.58*	Yes
		More than 10 years	1.02*	Yes
Competence	Less than 5 years	From 5 to 10 years	0.31*	Yes
		More than 10 years	0.48*	Yes
	From 5 to 10 years	More than 10 years	0.18	No
Self - determination	Less than 5 years	From 5 to 10 years	0.94*	Yes
	Less than 5 years	More than 10 years	1.72*	Yes
Psychological Empowerment	Less than 5 years	From 5 to 10 years	3.97*	Yes
	Less than 5 years	More than 10 years	6.27*	Yes

Innovative Behavior	Less than 5 years	From 5 to 10 years	2.21*	Yes
		More than 10 years	2.91*	Yes
Significant at (0.05) level				

There are statistically significant differences between the group with less than 5 years of work experience and the group with 5 to 10 years of experience across all dimensions and axes of the questionnaire, in favor of the 5 to 10 years group. There are also statistically significant differences between the less than 5 years group and the group with more than 10 years of experience, in favor of the more than 10 years group. However, there are no statistically significant differences between the 5 to 10 years group and the more than 10 years group.

6. Discussion

The findings of the present study confirm that psychological empowerment is a significant predictor of innovative behavior among hotel employees. This aligns with previous empirical evidence suggesting that empowered employees are more likely to display innovative behaviors in hospitality and service settings (Tager et al., 2023; Alshiha et al., 2024). The correlation analysis in the current research revealed significant positive associations between all empowerment dimensions—meaningfulness, impact, competence, and self-determination—and innovative behavior.

Among these, competence and independence demonstrated the strongest correlations. From a theoretical standpoint, this finding can be interpreted through Self-Determination Theory (SDT), which posits that feelings of competence and Self-Determination are core psychological needs driving intrinsic motivation. When hotel employees perceive themselves as capable and experience a sense of Self-Determination in performing their tasks, they are internally motivated to explore novel approaches and solutions, thereby fostering innovatively. This result also resonates with the findings of Tager et al., (2023), who reported that competence and self-determination are the most influential components of empowerment leading to innovative work behavior in Egyptian hotels. Similarly, Alshiha et al., (2024) found that empowerment enhances resilience and adaptive innovatively among hospitality employees, reinforcing the role of self-efficacy and independence as drivers of innovation.

The regression results in the present study confirmed that psychological empowerment explains a substantial portion of variance in innovative behavior, emphasizing that empowered employees are more likely to propose new ideas, adapt to operational challenges, and improve service quality. This is consistent with Hasanein and Elrayah (2025), who concluded that psychological empowerment indirectly influences innovatively through affective commitment and psychological safety, indicating that empowerment not only shapes individual cognition but also operates through affective and contextual mechanisms. The convergence of these findings suggests that empowerment acts as both a cognitive and motivational enabler of innovatively in hotels. Regarding demographic findings, although male employees scored slightly higher on empowerment and innovatively than females, the regression analysis indicated that

structural empowerment at the organizational level remains a stronger determinant than personal characteristics. This observation aligns with organizational empowerment theory, which emphasizes that access to resources, support, and opportunities within the organizational structure are decisive factors in shaping employee empowerment and subsequent creativity. Furthermore, the finding that employees with higher education and longer experience reported greater empowerment and creativity echoes Alshiha et al., (2024), who linked accumulated knowledge and confidence to greater innovative capacity in the hospitality industry.

Overall, this study contributes to the growing body of hospitality research by empirically validating that psychological empowerment particularly competence and self-determination serves as a central mechanism promoting innovative behavior. It reinforces the theoretical proposition that empowering environments satisfy fundamental psychological needs, which, in turn, catalyze intrinsic motivation and creativity at work.

7. Conclusion and Recommendations

This study aimed to examine the effect of psychological empowerment on innovative behavior among hotel employees, with a particular focus on the dimensions of competence and independence. Drawing on Self-Determination Theory and organizational empowerment frameworks, the research explored how employees' perceptions of autonomy, ability, and meaningfulness in their roles influence their capacity for innovative problem-solving and innovation.

These results directly answer the study's research questions by confirming that psychological empowerment enhances intrinsic motivation and fosters employees' engagement in innovative problem-solving and service improvement. The study adds to the literature by empirically validating, within the hotel context, that empowering employees cognitively and behaviorally leads to higher levels of creativity and innovation a contribution that extends the understanding of empowerment beyond theoretical constructs to practical organizational outcomes.

Moreover, demographic findings indicate that experience and educational background strengthen empowerment perceptions and innovative engagement, emphasizing the importance of continuous learning and professional growth in driving innovation.

8. Practical and Policy Implications

1. **Develop Competence-Focused Training Programs:** Given that competence was the most influential dimension, hotels should design intensive training and development programs aimed at enhancing employees' confidence in their problem-solving, communication, and innovation skills. Practical workshops and scenario-based exercises can help employees apply innovative thinking to real operational challenges.

2. **Empower Decision-Making Self-determination:** To capitalize on the role of independence, management should delegate greater decision-making authority to

employees in areas such as guest service customization, issue resolution, and process improvement. This self-determination reinforces a sense of ownership and stimulates innovative thinking.

3. Implement Structured Recognition Systems: Establish formal recognition and reward mechanisms for creative contributions such as “Employee Innovation Awards” or internal idea competitions to sustain innovative momentum and reinforce the value of empowerment.

4. Integrate Empowerment into Leadership Practices: Train supervisors and department heads to adopt coaching-style leadership, which emphasizes trust, encouragement, and feedback rather than control. Such practices nurture both competence and independence simultaneously.

5. Foster Learning-Oriented Organizational Culture: Encourage continuous learning and peer collaboration through mentorship programs where experienced staff mentors less-experienced employees. This exchange enhances both empowerment perception and collective creativity.

6. Policy-Level Implication: At a strategic level, hotels should embed empowerment and innovatively indicators within their human resource and performance management systems to ensure that empowerment is not treated as an abstract concept but.

9. Limitations and Future Research Directions

This study, while providing valuable insights, has several limitations. Relying on self-reported questionnaires may have introduced bias, as responses could reflect social desirability rather than true perceptions. The research was also confined to a specific hotel setting, which limits the ability to generalize the findings to other sectors of hospitality or different cultural contexts. Additionally, the cross-sectional design prevents causal conclusions, and the study did not consider other organizational factors such as leadership style, workplace atmosphere, or technological adoption that could also impact creativity.

Future research should therefore broaden the scope to include different types of hotels and wider cultural contexts to capture possible variations in empowerment-innovatively relationships. Additionally, examining organizational factors such as leadership and digital transformation would offer a more comprehensive understanding. Using mixed method approaches that combine surveys with interviews or observations could also provide richer insights. Finally, future studies should explore the impact of psychological empowerment on other outcomes, including job satisfaction, organizational commitment, and employee retention, to expand the knowledge in the hospitality field.

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الكلمات الدالة: المستخلص:

التمكين النفسي؛ تهدف هذه الدراسة إلى دراسة أثر التمكين النفسي على السلوك الابتكاري لموظفي الفنادق. ويسعى البحث إلى توضيح كيفية مساهمة أبعاد التمكين الرئيسية، مثل التأثير والكفاءة والمعنى وتقرير المصير في صنع القرار، في تعزيز السلوك الابتكاري داخل بيئة العمل الفندقية. وقد تم اعتماد منهج وصفي تحليلي لتحقيق أهداف الدراسة. واستخدم استبيان مُهيكل كأداة رئيسية لجمع البيانات، لقياس تصورات الموظفين للتمكين النفسي وتأثيره على سلوكهم الابتكاري. أجريت الدراسة في فنادق خمس نجوم تقع في شرم الشيخ. وتم توزيع ٤١٨ استبيانًا على الموظفين للحصول على بيانات موثوقة حول مستويات التمكين والابتكار لديهم في العمل. أشارت النتائج إلى وجود علاقة إيجابية ودالة إحصائيًا بين التمكين النفسي والسلوك الابتكاري. وخلصت الدراسة إلى أن تمكين موظفي الفنادق يعزز قدرتهم على توليد الأفكار الإبداعية وتقديم حلول فعالة وتحسين جودة الخدمة بشكل عام، لا سيما في ظل تفاعلهم المباشر مع نزلاء الفندق.